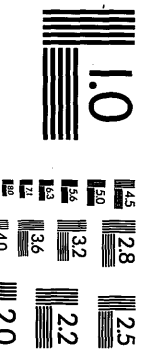
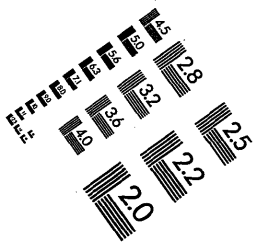


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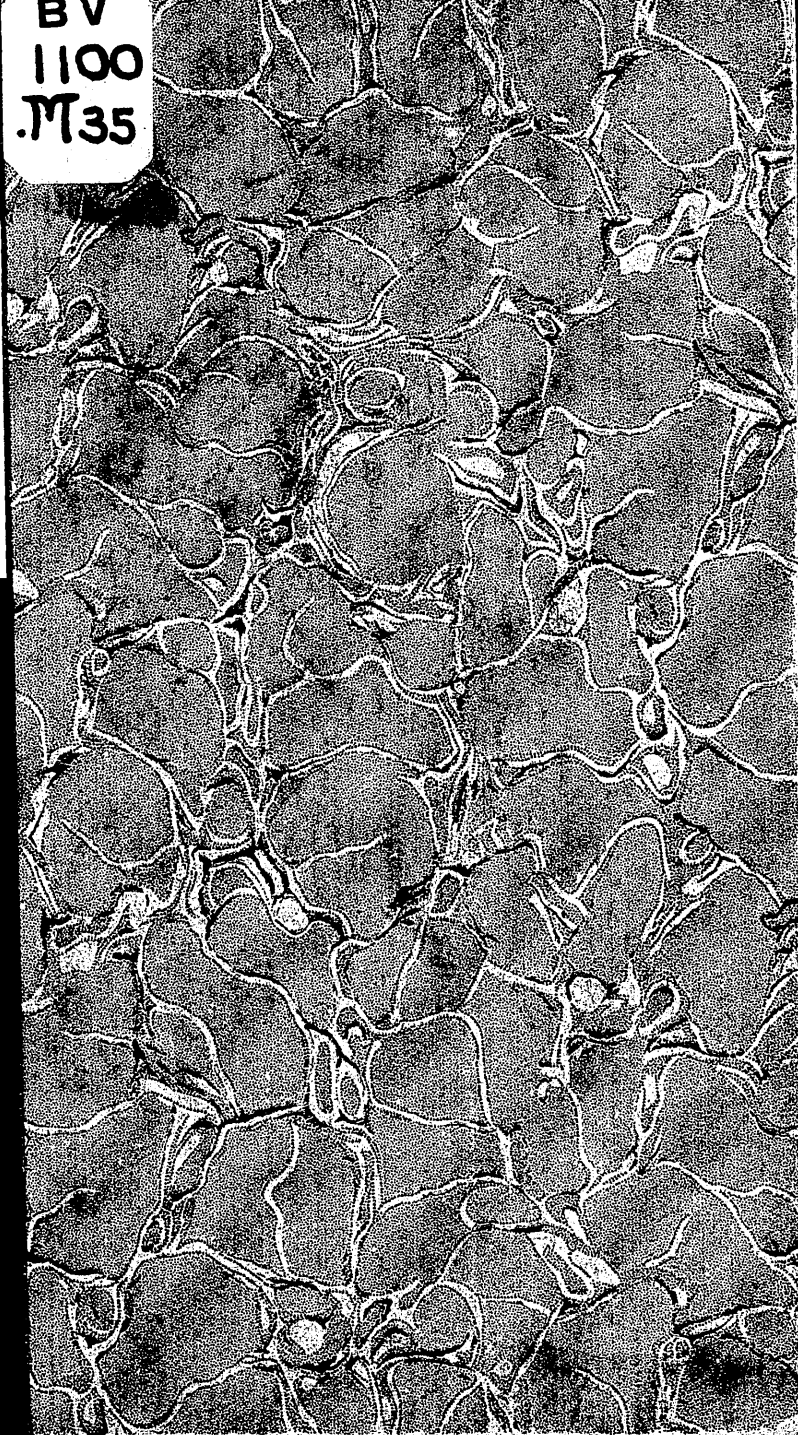


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THE FELLOWSHIP TRAINING PLAN

A METHOD OF
SELECTING, PLACING, AND TRAINING
Y.M.C.A. SECRETARIES

V. NEAL MARICLE

**THE
FELLOWSHIP
TRAINING PLAN**

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A METHOD OF
SELECTING, PLACING, AND TRAINING
Y.M.C.A. SECRETARIES

by

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Submitted in Partial Fulfillment
of the Requirements for the Degree of
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PREFACE

RECOGNITION is here given to the persons who helped to make this study possible. An expression of thanks is extended to that large number who by interview and by returning the schedules have contributed so liberally of the necessary information.

The author wishes to mention, especially, Professor Harrison S. Elliott, who as teacher, counselor, and chairman of this sponsoring committee has given such generous help, for which genuine appreciation is here recognized. Also, Dr. Goodwin B. Watson, Professor Arthur L. Swift, and Dr. Harry D. Kitson have given valuable guidance and assistance in the conducting of this study.

The National Council of the Young Men's Christian Associations has made available the records for study and has helped in the printing and mailing of the schedules. Mr. Owen E. Pence, Director, Bureau of Records, Studies and Trends, has been very co-operative and unusually helpful.

Gratitude is also expressed to the girls who assisted in the typing of the manuscript and helping with the tabulations.

V. N. M.

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INTRODUCTION

THE FELLOWSHIP training plan was used in the Young Men's Christian Association for recruiting, placing, and training capable college graduates who seemed to possess exceptional promise for success in the secretaryship. It was a careful hand-picking of upper classmen in college for work in the Y.M.C.A. after graduation. To mention the fellowship plan is to recall the name of one person, C. K. Ober. He it was who conceived the idea, made the plans, and actually carried on the work of recruiting the candidates and seeing that they were properly inducted in the work. He was the moving genius of the whole enterprise.

This study is an examination of this plan with a view to some appraisal of its effectiveness as a method of selecting and training secretaries of the Y.M.C.A. An understanding of the personnel problem in the Y.M.C.A. is necessary as a background for this particular plan of recruiting and training secretaries.

The Y.M.C.A. began as a layman's organization. George Williams, a clerk in a drapery establishment, and a few other young men started the Y.M.C.A. in London in 1844. They were interested in bettering conditions for themselves. They had an active program and soon had secured rooms as their headquarters. It was as a result of visits by laymen to the London Association that the idea was spread to the United States and Canada. The Montreal Association was the first in North America, and it was founded in November, 1851. A month later the Boston Association was formed. The organization of units in other cities followed closely, and by the end of 1854 there were thirty-six associations in the United States and Canada. The place of

laymen has remained an important one throughout the history of the association. They serve on committees and governing boards, hold title to the properties, and are elected to representation upon the National Councils.

The organization has experienced an unusual growth in the United States, and in 1936 the annual Yearbook reports 1,123 different associations with nearly 177,000 persons serving as committeemen or in some other voluntary capacity. The registered members number well over one million, and the enrolment in group activities for the one year totals nearly two million. The Y.M.C.A. assets for the United States amount to more than \$230,000,000, and annual expenditures for 1936 were approximately \$40,000,000.

The associations are divided into classifications descriptive of the particular groups they serve. The largest division is that of city associations, and it is with this group that we are particularly concerned in this study. Other classifications are general agencies, county, transportation or railroad, student, colored men, and army and navy. In addition, the association has spread to many foreign countries and occupies an important position in the national life of especially the oriental countries. The United States has been the leader in this outreach of the movement supplying both men and money. American secretaries still continue in the foreign fields, largely in the capacity of advisors to the nationals of these countries who occupy the positions of leadership among their own people. The foreign work of the Y.M.C.A. was most seriously curtailed during the depression.

The Y.M.C.A. serves principally boys and young men, ages 12 to 30. There is some work for younger boys and a considerable number of mature men continue in the activities. More recently the program has been enlarged in certain places to include girls and women, and some attempt has been made to serve the family as a unit. However, the organization specializes in its service to boys and young men and is best known for this part of its work.

The program of the organization covers a very large range of activities. In many parts of its program the Y.M.C.A. was a

pioneer and it remains sensitive to the needs of present conditions. The program includes health and physical education, discussion groups, formal and informal educational classes, friendship and purpose clubs, special interest groups of a varied nature (such as sport, civic, and cultural), social and recreational activities, religious meetings, camps, conferences, and housing service for young men. This is a partial list of the activities and some for which the association is best known. Suitable buildings for these activities have been erected, so that every American city of any size has its Y.M.C.A. building or buildings, and the same is true of many of the cities in other countries. Important aspects of the work have been developed in the community, and certain divisions, such as the town and country, have been carried on without special buildings.

Almost immediately after the founding of the organization by laymen, secretaries were employed to serve these first associations. There were, of course, no precedents established by which to govern the selection of these persons, and it appears there was no thought of uniformity of qualifications. It was not until fairly recent years that any particular requirements have been generally recognized and applied to persons wishing to become secretaries. The result was a great range of training and ability within the professional group. This would vary from well-trained ministers and doctors, who had been challenged by the opportunity to be of service within the association, to a local boy who had excelled in some part of the program, was liked by the general secretary, and was available when a staff vacancy occurred. The qualifications for entrance into the secretaryship have been raised, and now graduation from college is a requirement; many have had graduate study. Also, a beginner serves a two-year period as a junior secretary, after which time the individual is rated and his work is appraised. If the person is approved by the Board of Certification, he is advanced to the rank of a secretary. Thus, although the professional requirements have been raised during the past few years, we must remember that such was not common practice during the operation of the fellowship plan by Mr. Ober, from 1911 to 1921.

The number of Y.M.C.A. secretaries has varied with economic conditions. In 1936 there were 3,624 secretaries in the United States, which is fewer than at the beginning of the depression. Out of this number there were 685 general secretaries, 402 physical directors, 340 boy's work secretaries, 134 membership secretaries, and 107 business secretaries. A number were named as assistants to these offices, and there were many other titles, some of the more common being activities, dormitory, community, educational, industrial, religious, social, and young men's divisions. There are also 271 employed in the general agencies of the Y.M.C.A., and their duties are largely supervisory.

The central office for the administration of personnel matters within the Y.M.C.A. is the Personnel Division of the National Council. Here the official roster is kept, and a master file of all secretaries giving dates of entrance, withdrawal and change of position, personal data and title, location, and salary of position held. The office has been responsible for gathering and dispensing information about the secretaryship, counseling candidates for employment, and giving guidance to employed persons concerning change of positions. It also assists employing associations in securing men. It works closely with the Board of Certification and is of service to any group within the organization wanting personnel information. The matter of actual placement has recently been left more largely to area and state offices that have more direct contact with the men and the vacancies. At the time the fellowship plan was started, the Secretarial Bureau, as the national office was then called, exercised a greater central control. The actual employment has always rested with the local boards composed of laymen who have usually delegated the selection of staff to the general secretary, and they have chosen the general secretary, making use of the personnel services of the state, area, or national agencies if they saw fit. The relationship between the local association and the general agencies has always been a voluntary one.

There were several training influences that were brought to bear upon the professional group. These served a particular purpose because of the absence of entrance requirements and the

lack of special training in advance of employment for a very large percentage of the employed persons. That which reached the largest number of people was the summer schools, which were conducted at several different places over the country. Perhaps the best known was at Silver Bay, on Lake George. Lake Geneva, Estes Park, and Blue Ridge were also very popular. These summer schools were of shorter duration than those connected with universities, and, for the most part, were without academic connections or credit; but regular class work was conducted. In these summer schools courses of training were given in the several aspects of the work, such as physical, boy's, industrial, administrative, etc. The schools were located in very suitable vacation spots, and the attendance grew. Richard C. Morse, in his history of the North American Y.M.C.A., reports that in 1912 there was a total of 1,300 attending these summer schools. Although the chief aim was to give specific education, the general purpose of the association was ever before them, and sufficient opportunities were given for play and worship, so that a fine feeling of brotherhood that existed from the start was strengthened. Many secretaries not only acquired much of their training and guidance for advancement in the profession in these summer courses, but they also received genuine inspiration for their work. Short institutes of intensive study in certain aspects of the work have also contributed to training.

Another influence affecting the training of the employed officers is the program and conferences of the societies within the professional group. The all inclusive body has recently become known as the Association of Secretaries, and any secretary is eligible to join. Meetings are held every three years, and this group publishes a magazine, *The Association Forum*. There are some eighteen constituent groups according to type of work, such as army and navy, general secretaries, physical, boys, membership, student, etc. These groups meet more frequently in area, state, or national meetings, and a part of their program is a sharing of work projects and common problems. This may be done either with or without expert leadership from outside the group. Opportunities for improved practice and professional advancement occur

at such times. There were also training conferences for the secretaries in one or maybe several nearby associations, arranged by an aggressive general secretary and the leadership selected by him.

The most complete training for the office of Y.M.C.A. secretary came from the association colleges: Springfield, George Williams (formerly the Chicago Y.M.C.A. College), and the Y.M.C.A. Graduate School, Nashville, Tenn. The latter had a very small registration. Springfield and George Williams granted degrees at the completion of a four-year course. Formerly, they also had a shorter course. At Springfield there were two almost separate schools, one the secretarial school and the other for physical directors. A very significant contribution was made in the training of physical directors, for at the time when this part of the work was expanding so rapidly it was difficult to secure men of the right type and proper educational background to fill the positions. The secretarial school aimed to train men for executive, boy's, educational, and other types of work needed by the organization. In addition to the general courses and specific training, as in the case of physical education, these colleges taught the history, theory, and practice of the Y.M.C.A. It must also be said that these colleges trained many who went into school work and other related fields outside of the Y.M.C.A.

Special courses of study in preparation for work in the Y.M.C.A. were also offered in some of the larger universities and seminaries. Union Theological Seminary and Yale Divinity School are examples. For the most part these were graduate courses and affected a very few individuals compared with the total personnel.

At no time did the persons especially trained in the association colleges or other institutions of learning make up more than a small part of the entering secretaries in any one year. Thus, only a comparatively small proportion of the total professional group had received this preparation, and this fact was particularly noticed when the association work was expanding and there was a large demand for additional men. Another aspect of this type of training was the fact that the association colleges did not maintain high entrance requirements for their students. Some thought that individuals of superior general ability and of greater poten-

tial worth to the organization could better be found elsewhere, particularly in other colleges.

There was no uniform method by which individuals were selected to become secretaries. The actual employing was done in the local setting, and a person may have become a candidate in one of several ways. He may have been suggested by the national or area office or obtained by direct application to a Y.M.C.A. college. It often happened that one of the young men members who had attained a degree of excellence in some part of the program was selected for employment with little regard for his general education. Some who were employed on a non-professional level—such as bookkeeper—were advanced and given the responsibility of a secretary. Others, knowing of a vacancy, would make direct application for the position. General secretaries would share their staff needs with colleagues in other cities or know of individuals about to graduate from college, and out of these contacts select staff workers. Thus, in a number of different ways and with vastly differing educational levels, persons became Y.M.C.A. secretaries.

There does not appear to have been any systematic plan of helping the new secretaries begin their work. They were given such help as the employing secretary felt to be desirable and was able to give. The new men along with others were privileged to attend the summer schools.

Coming at a time when the Association was undergoing a rapid growth and there was a demand for secretaries, the fellowship plan was offered as a particular way of recruiting college men who seemed to be especially qualified to serve as employed officers. The problem of securing new men was deemed an important one, for in 1910 the International Committee of the Y.M.C.A. designated one of their secretaries, Mr. Ober, to give his full time to this means of recruiting, in addition to what was already being done. In making this appointment, the committee was acting upon a recommendation of the commission on recruiting and training appointed by the Employed Officers Conference, now called Conference of the Association of Secretaries. The report of the commission to the conference, in June, 1911, stated the opinion

that the exclusive selection of new secretaries among persons with college and professional training would probably reduce by one half the number of new men required each year. At the same time, it was also reported that there were 398 graduates of the Y.M.C.A. colleges in active service, and this amounted to only about one tenth of the total group. However, they were reported to hold about one third of the positions that paid sufficient salaries to command the services of professionally trained men.

A good picture of the personnel problems confronting the Y.M.C.A. at the time the fellowship plan began is to be found in the report of the International Committee published in the Yearbook for 1910-11: "One of the many interesting things about the employed officers of our Associations is the rapidity with which their number increases. In ten years it has doubled and during the past five years not less than 1,000 men have been added to the list. . . . Another interesting thing is the change in personnel. In one year a fifth of our employed officers leave Association work and an equal number change positions. . . . During 1910, 936 men were interviewed or corresponded with by secretaries of the International Committee as possibilities for 666 vacant positions of all kinds. Three hundred twenty-five of these men were accepted by the Associations or supervisory committees to which they were suggested or recommended. One hundred fifty secured positions by direct application to Associations or committees and 461 were unsuccessful in securing positions, from which may be inferred that though in numbers the supply of men is more than equal to the demand, in quality it falls far short. . . . An important question is where are these men to be found, how selected and trained? . . . Nine hundred fifty-one men attended Association summer schools last year and 227 are now fitting themselves for secretarial and physical work in the Springfield and Chicago schools, 58 of whom will be graduated this year."

The fellowship training plan had been vigorously advocated by some as the best way to recruit and induct college men into the secretaryship. Mr. Ober had put forth much effort in building up the plan. Many leaders in the movement were agreed

that this method had exceptional promise. Some general secretaries who had shared in the operation of the plan were pleased with the results and believed strongly in it.

Favorable reports had been returned by many of the men who had experienced the training. Some of the candidates considered it a mark of distinction to be selected as a fellowship man and were eager to be appointed.

Even though the predominating sentiment among Association leaders about the fellowship plan was a favorable one, it should be stated that there was some opposition. Some thought it to be a rival plan with the Y.M.C.A. colleges in the training of secretaries, and opposed it on that ground. These objectors held the opinion that the Association colleges were able to produce the needed supply of new secretaries and that nothing should be tolerated within the movement that would threaten their position. Then too, some of the fellowship men were dissatisfied with their jobs and the training they had received, and consequently were unfavorable toward the plan. A few secretaries have expressed about the plan opinions that stated very negatively that it was a clever way to get good men very cheap. Thus, it will be seen that Mr. Ober's plan was a thing about which strong feelings were expressed. Most of the expression about it was favorable, but it did have some opposition.

The Personnel Division of the National Council of the Y.M.C.A., ever wanting to improve recruiting practices, was anxious to know what the results of fellowship training really were. Good claims had been made for the plan, and it seemed wise to scrutinize the outcome, to see wherein these claims were justified. It was known that certain of the Ober Fellowship recruits had succeeded exceptionally well in the secretaryship and were occupying important positions. It was felt by many that the group as a whole were superior. If this plan did produce better secretaries, the Personnel Division wanted to know it for what light might be thrown on present practices of recruiting and training. Therefore, this study was undertaken with a view to answering this question.

CHAPTER ONE

THE PLAN DEFINED

THE FELLOWSHIP plan, in essence, was an understudy or apprenticeship method. The new recruit was to be trained on the job. Vocationally, the fellowship plan involved three principal factors: selection, placement, and training. It was aimed at being a complete induction experience.

SELECTION

The selection of the candidates was made personally by Mr. Ober. He was particular as to whom he chose. Only those young men who seemed to possess the personal qualifications, the requisite education, and the desire to accept the proposed training on the job were selected as candidates to become fellowship men. Mr. Ober traveled among the colleges for the purpose of finding suitable young men, preferably in their junior or senior years. His visits to the colleges were planned in co-operation with someone on each campus.

The first and most important step in his method of selection was the interview. He spoke of it as the "still hunt." He did not make an appeal through public address. Contacts were made for him through the student Y.M.C.A. secretary on the campus or with the help of the state student secretary. Mr. Ober would ask them to suggest their best upper classmen. Students came to him knowing it was an opportunity to talk over a life work in Association service. If the individual appeared to be a likely

candidate, he was informed of the fellowship training plan. If and when the student and the interviewer mutually agreed to proceed, the student wanting to go further with the possibility of the secretaryship becoming a life work and the interviewer convinced that the young man had the qualities of a potential secretary, the candidate was asked to supply the names of four or five men who knew him well enough to give information and a personal estimate. To these men confidential reference blanks were sent. The applicant also filled out an information blank concerning himself. All of these data were used in determining possible candidates.

The search through the colleges was for a particular type of young man. Not every one was accepted. The young man had to measure up to rather high qualifications. Writing on this subject, Mr. Ober lists the following traits as necessary in the secretaryship. They are: character, caliber, personality, faith, vision, sympathy, tact, leadership, and adaptation. In another place he lays particular stress upon one's ability to organize. Although these are not objective measures, they serve to describe the type of men Mr. Ober wished to recruit.

After it was decided, by the methods already outlined, who were to be considered as candidates for the secretaryship, the next step was a conference. These life work conferences were held in the environment of a first-class Association to provide the potential recruits with actual contact on the field. Here they had a chance to learn more about the work from general secretaries and others. This experience was a testing of each one's interest and probable ability in the work. No undue influence was brought to bear upon the student to decide for the secretaryship. It was a method, supplemental to the interview, of acquainting the young man with the nature, variety, and extent of the opportunities in the Association service.

PLACEMENT

The placing of the recruits in their first employed positions was done only in selected Associations in which Mr. Ober was con-

vinced the general secretary was capable and the local situation was suitable for the proper kind of training.

Out of his years of experience with the International Committee, Mr. Ober was familiar with the local situations and, of course, well acquainted with the general secretaries in many of the cities. He chose those Associations which he thought would make desirable training centers. In addition, and at the same time he was locating the recruits in the colleges, he carried on a program of cultivation of certain general secretaries in order that there might be these appropriate centers in which to place his recruits for training. The actual employment of the new man was left to the local Association, but generally with almost complete reliance upon Mr. Ober's recommendation.¹

TRAINING

The training aspect of the fellowship plan was arranged with a view to a good induction or orientation into the work. It contained elements of freedom to sample various aspects of the work, as well as special instruction and individual recognition that did not accompany employment on the regular basis. The plan became popular, and in certain Associations it was the accepted method of recruiting almost to the exclusion of any other. Mr. Ober, in his book *Exploring a Continent*, gives the important training features of the fellowship plan in a city Association. They are:

1. "A varied experience, giving the fellowship man an insight into different departments, and opportunity to discover the field of his own largest aptitude by participating in various kinds of work.
2. "Assigned tasks, or projects, to give the fellowship man a detailed knowledge of methods and skill in the performance of Association tasks, and to aid in the process of finding his best abilities.

¹ Additional facts concerning these training centers are given in Chapter Three.

3. "Systematic coaching in Association work by the general secretary and departmental executives.
4. "Assured promotion, as the fellowship man makes good, and develops special aptitude or interest, to that department, phase of work, or responsibility that may be open to him and that offers him the largest future in the Association secretaryship."

In actual practice, one of the chief features of the fellowship position was the training classes that were conducted usually by the general secretary as a part of the coaching process. Instruction was given in the theory and practice of Association work and also in the history of the movement. A genuine attempt was made to have the new recruit thoroughly oriented not only to his own job, with its total significance, but also to the larger work of the Association. It was also a part of the plan that a fellowship man should attend a Y.M.C.A. summer school as an initial step in the new position, or at least some time during the first year. Here also he would receive instruction in the general work of the Y.M.C.A. and in specific branches of the service. He had an opportunity to meet other leaders in the movement and to join in fellowship with more experienced workers, an experience that meant much to him in getting started.

Thus we can imagine a graduate, fresh from college, with one of his major decisions having been to try out the secretaryship as a life work, and after several happy weeks in a summer school coming into a fellowship position in a city Association. He would be assigned to tasks in first one and then other departments of the work. Many times his first work would be at the lobby counter or desk, where he would learn to know the members and where he must have some knowledge of what was happening in every aspect of the work in that Association. Upon beginning any one of these projects he would be helped in the plans through conferences with the general secretary and with department heads. Coaching would be given with a view to his own growth in the work. Running through all the supervision would be the emphasis upon the relation each project had to the total service of the Asso-

ciation. Once, and in some cases twice, a week he would join the other fellowship men, under the leadership of the general secretary, in classes and discussions in which he would come to know thoroughly the aims, purposes, and practices of the Association. If he were the only recruit assigned to that city, this training would be obtained through regular conferences with the general secretary. If he decided to remain in the work, he would be given more important responsibilities as he acquired knowledge and developed skill, until he occupied a post as department head or some other regular position in the line of his major interests.

The selected college graduate, perhaps, approaches his first salaried position in the Y.M.C.A. skeptical as to whether or not the secretaryship is the profession for him to enter, but determined to give it a fair trial. But he could go to his task confident that he would receive sympathetic and understanding direction in the performance of his duties, and this with a view to his own advancement in the profession. His final decision could be reserved and it was, in fact, often made around an opportunity for advancement in the work or an appealing offer in another line of endeavor. If he is satisfied he may elect to remain in the work, or if following this trial he concludes that his abilities will have better expression in other work, he may leave with a clear conscience.

ROOTS OF THE PLAN

After twenty-eight years as a secretary, it was Mr. Ober's mature judgment that the problem of the growth of the Y.M.C.A. movement lay largely in the selection of the proper personnel. He wanted to enlist "Men who are capable and may become qualified to serve as custodians, interpreters and organizers of this great idea of the City Young Men's Christian Association."² As senior secretary of the general field department of the International Committee, he had witnessed, when the right man was placed in charge, the expansion of work in a new field and the

² *The Fellowship Plan*, by C. K. Ober.

rebuilding of the service in localities where it had degenerated. The man, the secretary, was the key to good Association work. In his book, *Exploring a Continent*, Mr. Ober reveals his thinking on this matter when, in conversation with a prominent layman and in answer to the question of how to build a good city Association he replied, "A building, a program and a man, and the man comes first. When the right man is on the field, you and he together will make the program and the community will give you a building to fit it."

From his previous experience as student secretary for the International Committee of Young Men's Christian Associations, Mr. Ober knew that in the graduating classes of the colleges were many of the best type of young men who were looking for a life work. He also knew that some of these would be challenged by the service motive of the Association when properly brought in touch with it. So he conceived the colleges as being the source of desirable candidates.

But the fellowship plan was not only a product of his reasoning at the time; it was a natural evolution out of his own experience. In a sense the plan had already been tested. It paralleled quite closely Mr. Ober's own experience in getting connected with the Y.M.C.A. He had been approached in college as one possessing the necessary qualifications for a good secretary, and the proposition of making it a life work had been placed squarely before him. This was followed up by a definite offer of a position for a period of one year, during which time he would be able to see the possibilities and consider further entering the profession. He accepted the offer and found in the secretaryship an exceptional opportunity for a life of service. Of his own experience at this time, he says, "I came, I saw, it conquered."³

In his work as a secretary of the International Committee he had had occasion to recruit several men and had followed practically the same plan. He has to his credit the enlistment of a number of the outstanding leaders of the movement. John R. Mott, formerly general secretary of the International Commit-

³ *Exploring a Continent*, by C. K. Ober.

tee of Young Men's Christian Associations, was recruited in that way. Mr. Ober came to know Mr. Mott as a sophomore in college, when he was the newly elected president of the student Y.M.C.A. They were together in several student conferences, and all the time Mr. Ober was observing his capacities for leadership as manifested in the conferences and in the growth of the college Association under his generalship. When Mr. Ober was made senior student secretary of the International Committee and needed an assistant, he selected Mr. Mott. The latter was not sure of his decision, and it was with the provision that he accept the offer for a one-year trial that he became an employed officer of the Y.M.C.A.

Fletcher Brockman, who served many years as the National General Secretary for China, was recruited in a similar manner. While Mr. Ober was arranging and conducting Student Association Conferences in the South, he came to know Mr. Brockman, then a junior in college. He showed promise and was offered and accepted the leadership of a college deputation. He exhibited such ability as a leader in that work that a year later he was selected by Mr. Ober as a candidate for the position of college secretary for the South. He accepted, and thus he came under the guiding hand of Mr. Ober. Other college men had been recruited to positions of responsibility in the same way.

There are some common factors worthy of note in the recruiting of these men. In the first place, the contact that finally led to employment in every case came while the man was in college. Before accepting a position, he was challenged by a specific piece of service. (In the cases of Mr. Ober and Mr. Mott, both were skeptical of the secretaryship as a life calling and entered the work definitely on a trial basis.) Also, in every case some leadership had been displayed in college that attracted the attention of a person looking for recruits, and this seemed to indicate the student possessed the qualities necessary to making a good secretary.

Thus, when later in life Mr. Ober came to give his full time to a recruiting plan that would bring into the movement the high type of man needed in the secretaryship, it was only natural that he adopt a plan similar to the one that had been demonstrated to

work so well in certain cases. His plan was the first systematic effort at recruiting college graduates for the secretaryship of the Y.M.C.A.

THE FELLOWSHIP PLAN TODAY

To give continuity, it is well to observe the present status of the fellowship plan. Following Mr. Ober's retirement from Association work, the fellowship plan received considerable modification. About this time the National Council of Young Men's Christian Associations was organized, and largely replaced the former International Committee. This change provided for a sharp decentralization in many personnel matters, including that of recruiting. It was expected that the state organizations would accept responsibility for systematic recruiting. As a result, in some cities where the plan formerly operated, it has been abandoned; in others, a few common elements remain; whereas in a few Associations the fellowship plan continues very much as it was under Mr. Ober's direction. The Cleveland Association is a good example of the latter. In fact, the Ohio state personnel plan embodies many features of the original fellowship. The following points of similarity may be enumerated. There are designated recruiting officers. There is a plan of visitation to colleges in search of recruits and a general agreement as to the type of man to be sought. Selected inquiries are also made in order to reach the type of men desired. Conferences of the candidates for the whole state are held in a modern and impressive Association building permitting further inquiry into the secretaryship. This plan is at present in general operation in Ohio.

The fellowship plan under Mr. Ober made significant contributions to the movement over and above the actual men enlisted or any later method of recruiting similar in nature, however important that may be. Knowledge of what was being done under the fellowship plan helped to raise the standards for the incoming group of secretaries and to improve the training they were to receive. This extended beyond the centers where the fellowship men were placed. Mr. Paul Super was later associated

with Mr. Ober and devoted his time to conducting institutes for the training of local staffs. As general secretary of Honolulu, he had been unusually successful in training young men associated with him. He had written a book, *Training a Staff*, and this book and other writing of the same nature had considerable use and consequently affected the Association staff-training practices.

Thus, we see that the essential idea of the fellowship plan continues in a few of our modern cities. The plan is to be credited as the pioneer of certain good practices in use today in the Y.M. C.A. Granting this, we must recognize that the plan in general has been severely modified. This method of recruiting, which once held so much promise, has been allowed to slip backward. The reasons for the modifications may not justify what has happened. The concerted organization and control of the enterprise has gone. Leadership in the selection and training of the regular college graduates is lacking except in certain localities. Associations remote from educational centers are handicapped more than would be necessary under a unified plan.

CHAPTER TWO

THE FELLOWSHIP AND CONTROL GROUPS

THIS STUDY was limited to the new men entering the secretaryship in the years 1911 to 1921. There were three reasons for this limitation. First, these men had had an opportunity to be in the work long enough to make their professional careers significant for study. The possible duration in the secretaryship ranged from ten to twenty years for the total group and from fifteen to twenty years for 90 per cent of them. This is enough time for differentiating capacities in the profession to be recognized and indicated by the responsibility of the positions held.

Second, this group of recruits was selected because of the homogeneity of experience. The selecting, placing, and training was all done or directed by Mr. Ober. This was a group that had been recruited on the same plan. A group as large as this in number could not have been selected from among the later fellowship recruits because of the variations in the plan as locally adapted.

A third reason for the decision to study the careers of the Ober recruits was the fact that there was a much more active and universal interest in this particular group than in any similar group of recruits under any later adaptations of the plan.

THE FELLOWSHIP GROUP

The college graduates recruited by Mr. Ober will be designated as the "fellowship group." The fellowship group constituted 182

beginning secretaries who were first employed in the city Association work. The fellowship plan aimed particularly to recruit men for city work, and this study has been limited to that group. The list of names left by Mr. Ober designating those whom he had brought into the work as fellowship men included a few who had received training in other than the city Associations. In all, there were 220 fellowship men after a few names had been dropped because of conflicting records concerning their status as fellowship men or because of no career record, which indicated that they may have been selected but never actually placed in positions. Out of this original group of 220, there were 187, or 85

TABLE I. TYPES OF ASSOCIATION WORK IN WHICH THE ORIGINAL FELLOWSHIP GROUP HAD THEIR INITIAL EXPERIENCES

TYPE OF WORK	NUMBER	PER CENT
City	187	85
General Board of City.....	5	2
Student	4	2
County	10	5
Railroad	6	3
Army and Navy.....	4	2
State Committees.....	3	1
International Committee.....	1	..
Totals	220	100

per cent, who received fellowship training in city Associations. This number was reduced to 182 when questionnaires were returned by the men. In answer to the question if they were fellowship men, five replied "no." Two of these, however, reported to have been recruited by Mr. Ober, but all five were deleted from the study. The group does not include a few, five in number, who were first employed on the general boards of the Metropolitan Associations. The study group includes only those whose initial positions were in local city Associations in the capacity of fellowship men.

In passing, it is of interest to note the type of initial positions held by the few fellowship men not included in this study. The county work received the next largest number of Ober recruits after the local city Associations, but this was only 5 per cent of the

original group. The rest were distributed in six different branches of Association service. The fact that a few of these recruits were placed in branches of the service other than city Associations may be accounted for by Mr. Ober's knowledge of the need in the many branches and the fact of an opening when he had a man ready to be placed.

To have taken the total group would have increased the number of cases contributing to the study, which would have been desirable; but this value would have been more than offset by

TABLE 2. NUMBER OF FELLOWSHIP MEN ENTERING CITY ASSOCIATIONS EACH YEAR

YEAR	NUMBER
1911	18
1912	24
1913	29
1914	38
1915	22
1916	32
1917	3
1918	..
1919	4
1920	7
1921	5
	182

introducing too large a variation of situations into which the fellowship men went for training. The numbers entering the other branches of service were too small to permit any independent comparisons for these groups. For these reasons it seemed advisable to restrict the fellowship group to those whose initial positions were in local city Associations.¹

The recruiting of new secretaries on the fellowship plan began in 1911 and continued with force up to and including 1916. Then the war seriously interfered. Mr. Ober, along with the other secretaries of the Personnel Bureau, gave his time to the recruiting of men for Y.M.C.A. war service. There was not

¹ Eighty-two per cent were verified as fellowship men either according to their own replies or by one of their contemporaries in the work.

time to give attention to the local work. Only three fellowship men were recruited in 1917 and none in 1918. After the war, the immediate need for new secretaries was considerably reduced, because those who had left to enlist were now returning to the local fields and also because a number of the men who had entered the war work service of the Association were now seeking permanent positions at home. Mr. Ober did, however, carry on the fellowship plan until just before his retirement from service, the last of the men being placed in 1921. The annual number of fellowship men during these later years was much less than during the first six years of the operation of the plan.

THE CONTROL GROUP

In order to have an adequate basis for the comparison of the professional careers of the men recruited on the fellowship training plan, an additional group was chosen, as nearly like the fellowship recruits as possible in every way except the fellowship experience. This group, which we will designate as the "control group,"² were all college graduates, and hence had more education than the majority of entrants in those years, who would not provide sound comparison for the Ober recruits. Both groups had the same number of beginning secretaries and they entered service in equal numbers year by year. The control group were of the same age, they came into the work as their first vocations after graduation from college and entered full time positions in local city Associations.

The control group will show what was the normal experience for college graduates recruited to the city Association work dur-

² The control group was selected from an alphabetical card file of new entrants arranged by years. The method was to locate each fellowship man and then leaf through the cards until one was found who met the criteria of selection and who, of course, was not a fellowship man. The criteria were: college graduate, entered Association work as first vocation after college, accepted full time position in a city Association, within the age range of the fellowship group (not enough cases available to equate ages), and the same year of entrance into the work. When a card was turned up that met the criteria, it was selected without further question. These cards used in the selection did not bear any information about the later professional careers.

ing those years. It must be remembered that this cannot be interpreted as typical of all entrants. The control group was itself highly selective, particularly with regard to education and kind of work entered. This group will furnish facts and norms to show what could be expected of college men who were not recruited on the fellowship basis. Thus we have a comparable group by which to evaluate the professional careers of the fellowship men.

No claim is made that the two groups are equal in abilities. Selection is one of the factors in the operation of the fellowship plan, and hence a variable in this study. If Mr. Ober was successful in securing a superior type of man to enter the secretaryship, that is to the credit of the plan and we would be glad to know it. The proof of equality or superiority in general abilities cannot be established. It was aimed to get a control group who measured up to the same standards as the fellowship group, except as related to the fellowship experience, and who had every chance to be equal or even superior to them. This was done by means of the criteria used, the chief one being college graduation.

THE SIMILARITY OF THE GROUPS

An examination of a few personal history items will serve to further define the two groups and establish the similarity. Let us turn first to their ages at the time they entered the work. The range of the fellowship group was found to be from 20 to 31 years. It was intended to confine the control group to the higher limit, so as not to include men with greater experience for comparison with the fellowship men. A single case of age 35 crept into the selection and was unnoticed until late in the study.

In selecting the control group, no limit was placed on the low age range, since this would be related to graduation from college at an early age and might indicate superiority. The mean³ ages of the groups were found to agree to a fraction of a year, the fellowship being 24.55 years and the control 24.60 years.

³ See Table 3.

The usual order was for the men in both groups to be placed in their first positions in September or October of the years in which they graduated from college in June. There were some exceptions, however, in which the placement came in the next or following years after graduation. There were twenty-six fellowship men who entered work after the year of graduation, one half of whom did so the next year. The longest interval of time

TABLE 3. DISTRIBUTION OF THE AGES OF FELLOWSHIP AND CONTROL GROUPS AT THE TIME OF ENTRANCE INTO THE ASSOCIATION SERVICE

AGE IN YEARS	FELLOWSHIP	CONTROL
35	...	1
34	...	...
33	...	...
32	...	...
31	2	2
30	4	1
29	4	3
28	5	11
27	10	12
26	15	15
25	20	21
24	42	32
23	36	32
22	21	30
21	22	16
20	1	4
19	...	2
Totals	182	182
Means	24.55 yrs.	24.60 yrs.

elapsed was seven years, in the case of one man who had been educated in a foreign university. In the control group there were seventeen who became secretaries the first year after graduation and four in the second year later. Graduate study was most frequently given to account for the intervening time. Travel was also mentioned. Some lapse of time may be expected to allow college graduates to get located in work.

Other than the fact that both groups were college graduates, the only measure of their abilities that was available for this study was the age at the time of graduation from college. Because of

the selection of the groups, this was known to be in pretty close agreement with the ages at time of entrance into the work. The latter could not be less, for they were graduated before they went to work. The mean age⁴ at time of college graduation for the fellowship group was found to be 23.66 years, and that for the control 23.84 years. Three members of the control group graduated very young, under 20, which was lower than any of the

TABLE 4. DISTRIBUTION OF AGES OF BOTH FELLOWSHIP AND CONTROL GROUPS AT TIME OF GRADUATION FROM COLLEGE

AGE	FELLOWSHIP	CONTROL
32	...	1
31	1	1
30	3	2
29	1	3
28	7	8
27	4	10
26	12	11
25	18	21
24	29	29
23	41	30
22	27	30
21	22	17
20	2	4
19	...	1
18	...	2
Totals	167	170
Means	23.66 yrs.	23.84 yrs.

fellowship men, but this was more than offset by larger numbers in some of the higher years. So far as age at time of graduation is a factor in ability, the two groups were approximately equal.

The fellowship plan did not select younger graduates than the general run of those entering Association work. The fact that both groups have a mean age of 24 years at time of graduation makes it appear that Y.M.C.A. work appealed to men whose academic courses were interrupted, for without being advanced one should graduate at age 22 if no time has been lost. It may be that in the years these men were graduating it was less customary

⁴ See Table 4.

to complete college without interruption because of an economic or other reason. It may have been a more common occurrence for college students to stay out of school a year or so to earn money for college. Whatever the explanation for the older ages at time of graduation, it is apparent that neither group was advanced educationally. What is more important for this study is that both groups are equal in this respect.

UNIVERSITIES

The colleges and universities played an important part in the working of the fellowship plan. Mr. Ober visited the campuses for the purpose of interviewing the candidates. The induction into Association work began then, often one or two years before graduation. As students they also would attend conferences for the consideration of Y.M.C.A. work as life careers. All this presumed some working relationship with the institutions. It would be natural to expect that this recruiting would be more welcome in some colleges than in others, and some institutions might appear as favorites to Mr. Ober and thus demand more than usual attention. Mr. Ober was asked how he decided which colleges to visit, and he replied that he went wherever he thought good men could be found. Of course, as Senior Student Secretary for the International Committee he was very well acquainted with the colleges and universities, and hence his search could be directed to advantage out of his own experience.

The fellowship men come from ninety-seven colleges and universities, with 54 per cent of the men from schools contributing only one or two members to the group. There were 100 institutions represented among the control men, and 63 per cent of the individuals graduated from colleges that produced only one or two persons for that group. Thirty-eight different schools were common to both groups; that is, they had contributed at least one member to each group.

By reference to Table 5 it becomes apparent that Mr. Ober concentrated his search for men in the midwestern colleges. Among the eleven most frequent colleges for the fellowship

men, nine are in the Middle West, with Ohio containing six. They are: Oberlin, Hiram, Ohio Wesleyan, Western Reserve, University of Wooster, and Otterbein, in Ohio; DePauw and Earlham, in Indiana; and the University of Illinois. Coming east we find Syracuse and Hamilton in New York also favored.

TABLE 5. ALL THE COLLEGES AND UNIVERSITIES CONTRIBUTING THREE OR MORE RECRUITS TO EITHER GROUP

PRINCIPAL COLLEGES AND UNIVERSITIES	FELLOWSHIP	CONTROL
Bates	3	...
Dartmouth	3	...
Dennison	3	3
DePauw	6	1
Earlham	5	1
Fargo College, N. D.....	...	3
Hamilton	4	...
Hiram	6	1
Univ. of Illinois.....	4	3
Univ. of Iowa.....	3	1
Univ. of Kansas.....	3	...
Univ. of Missouri.....	1	4
Nebr. Wesleyan.....	1	3
Northwestern	3	...
Oberlin	8	10
Ohio Wesleyan.....	6	1
Otterbein	4	1
Pennsylvania State.....	3	2
Springfield	...	34
Syracuse	6	4
Wesleyan	3	2
Western Reserve.....	5	...
Univ. of Wisconsin.....	2	3
Univ. of Wooster.....	5	2
Totals	87	79
	19—3 or more	9—3 or more

These eleven schools include only those supplying four or more men each, and they graduated about one third of the total fellowship group. There are eight other colleges from which three fellowship men each came and four of these are in the Middle West. The best comparison with the control group is to take the nine colleges most frequently given, and in this case that takes all that

have contributed three or more to the group. These institutions represented the normal source of college recruits at that time, were there no fellowship plan. The Y.M.C.A. College in Springfield, Massachusetts, leads by far, but since it aims principally to train secretaries and would draw from a large area of the country, it should not be included in the geographical distribution of colleges. Among the rest we find Oberlin again at the top, and Dennison, also in Ohio. Others are: the University of Missouri, University of Wisconsin, University of Illinois, Nebraska Wesleyan, Fargo College, and Syracuse. Three of these schools are identical with those of the fellowship group; Oberlin, Syracuse, University of Illinois, and Dennison has an equal number of fellowship graduates. Thus, it will be seen that the principal colleges of the control group are distributed over about the same territory though more widely scattered. It would appear that Mr. Ober went out to recruit college men on the fellowship basis in the localities from which men were coming, and that he concentrated in the most productive section, which was Ohio and Indiana.

By inspection of the colleges of both groups, there is no reason to suppose one group to have come from colleges of higher standing. The principal institutions for both groups enjoy good reputations. Mr. Ober's recruiting seems to have drawn more heavily from those like Hiram, Earlham, University of Wooster, and Otterbein. Harvard, Yale, and Princeton collectively contributed six men, and those six were divided three in each group. So far as the colleges from which men have graduated may be taken as an indication of one's fitness for the profession, there does not appear to be any difference worthy of note.

A study of the academic marks of the members of the groups or of the entrance requirements for the colleges was not possible. This would have served to classify the groups and indicate further facts about their training for purposes of comparison. It would be valuable to know just how similar the groups were in abilities and in scholastic attainments. If the fellowship group were found to be superior, it would not affect the study. It would serve to indicate whether or not the differentials found in the profes-

sional careers could be accounted for mainly by selection or by placement and training.

BIRTHPLACES

There is undoubtedly a fairly close relationship between location of colleges and places of birth, but the latter is offered here for independent examination. The birthplaces of the men indicate whether or not the secretaries are representative of the whole country and also whether the fellowship plan of recruiting drew men only from certain localities, and thus limited that group to a particular background. If the vocations of fathers were known, that would show still more, but these facts were not in the records. The fellowship men were born in thirty different states, the Territory of Hawaii, and eight foreign countries. The members of the control group claimed thirty-two states, Hawaii, and six foreign countries for birthplaces. There were twenty-five states common to both groups, and these claimed 95 per cent of the men born in this country. No state except California had more than two in either group without being represented by the other. It had three control men and no fellowship. The members of both groups came from very nearly all over the United States.

Grouping the states into loose geographic areas and comparing the numbers in the two groups that come from these areas, we find a small difference. The fellowship plan drew more heavily from the midwestern states and less from the eastern and far western, the latter being sparsely represented in either group. The differences between the two groups among the New England and southern states were not great. The fellowship plan favored the sons of Ohio and Indiana, as we would expect; the numbers from these being thirty-one and twenty-two respectively. These two states are the highest among the fellowship men, and incidentally they are both higher than any state for the control group. Ohio and Indiana contributed more than twice as many fellowship as control men, and they were well represented by the latter group too. Thus, it appears that although the fellowship men were not limited to any locality, they did come more largely from the agri-

TABLE 6. DISTRIBUTION OF BOTH FELLOWSHIP AND CONTROL GROUPS
ACCORDING TO PLACES OF BIRTH

NEW ENGLAND			WESTERN		
	F.	C.		F.	C.
Conn.	1	1	Cal.	..	3
Me.	6	2	N. M.	1	..
Mass.	4	7	Oreg.	..	2
N. H.	4	4	Wash.	..	1
R. I.	1	..	Hawaii	1	1
Vt.	2	..			
				2	7
	18	14			
EASTERN			SOUTHERN		
	F.	C.		F.	C.
Del.	..	1	Ala.	..	2
Md.	2	2	Ga.	1	..
N. J.	3	5	Ky.	..	2
N. Y.	13	18	La.	..	1
Pa.	10	12	N. C.	5	1
			S. C.	2	4
	28	38	Tenn.	2	1
			Texas	1	3
			Va.	1	3
				12	17
MIDWESTERN			FOREIGN		
	F.	C.		F.	C.
Colo.	2	..	Canada	1	7
Ill.	11	13	Mexico	1	1
Ind.	22	9	England	2	2
Ia.	14	12	Norway	..	1
Kan.	9	9	Italy	1	..
Mich.	1	8	Portugal	1	..
Minn.	3	5	Syria	1	..
Mo.	4	6	India	2	..
Nebr.	5	5	China	3	..
N. D.	1	1	Japan	..	2
Ohio	31	15	Australia	..	1
S. D.	1	2			
Wis.	5	6		12	14
	109	91			

cultural states of the Middle West and less from the central eastern and the far western areas. The geographic distributions are not enough unlike to indicate important differences in backgrounds of the two groups. A larger number than might be expected were born in foreign countries. Ten fellowship men came from countries other than our own, Canada, and Mexico. There is quite likely a relationship here to Mr. Ober's personal contact with many men in the foreign work of the Association.

RELIGIOUS AFFILIATIONS

It is interesting to observe the church membership of the entering groups, especially to discover if the selection by Mr. Ober was representative of all college men or prejudiced toward any

TABLE 7. CHURCH MEMBERSHIPS OF BOTH FELLOWSHIP AND CONTROL GROUPS

	FELLOWSHIP		CONTROL	
	<i>No.</i>	<i>Per Cent</i>	<i>No.</i>	<i>Per Cent</i>
Baptists	24	14	25	14
Congregationalists	22	12	36	20
Methodists	58	33	59	33
Presbyterians	40	23	36	20
Others	32	18	24	13
Totals	176		180	

one denomination. Both groups were found to be made up largely of four leading denominations. They are Baptist, Congregationalist, Methodist, and Presbyterian.⁵ One third of each group are Methodists, and the Baptists are also equally distributed, the percentage of Presbyterians is similar, being 23 and 20 for the fellowship and control groups respectively. The Congregationalists make up 20 per cent of the control group, as compared with 12 for the fellowship. The other denominations represented in both groups are: Christian, Episcopal, Friends, Lutheran, Reformed, and United Brethren. None of these have more than a few each. It is apparent, therefore, that the two groups were in

⁵ See Table 7.

close agreement with respect to church membership. In this the Ober recruits were also representative of the general run of college men entering the secretaryship.

SUMMARY

Having been given the names of persons whom Mr. Ober selected to be fellowship men, a comparable group of college men who became Y.M.C.A. secretaries was selected. The two groups were similar in age, education, geographic localities, and religious affiliations. The individuals of both groups became Y.M.C.A. secretaries in local units of city Associations. In an examination of the items available about the two groups up to the time they were employed by the Y.M.C.A., it is found that these groups were similar. There may have been a significant difference in native abilities, but this could not be ascertained because the facts were not available. Adequate information on this point would not affect conclusions in regard to the whole plan, but would help to show whether any differences were due to Mr. Ober's selection of men or to the method of placement and training. There is no reason to suppose that there was a significant difference between the two groups about any items, except in those which were a part of the fellowship plan. The control group represents the norm for college men entering city Association work in those years. They have a chance to be equal or superior to the fellowship group. Accepting the professional careers of the control group as normal for college graduates, we have a basis of comparison for the fellowship group and may thus determine whether this plan of selection, placement, and training produces secretaries who have different or superior professional careers.

CHAPTER THREE

TRAINING ON THE JOB

THE PLACEMENT of the fellowship secretaries in their first employed positions was determined by the need of the local city Associations and by the qualifications of the general secretaries and other staff members to conduct the kind of training that Mr. Ober considered desirable. The need for new men in the local Association was a thing about which very little could be done from the standpoint of the one directing the fellowship training plan. Thus, the main controlling factor in the placement of new men was the ability of the staff persons, especially the general secretaries, to train young men.

The decision as to whether or not a certain general secretary could qualify as a good person under whom to place a young man for training was a subjective matter. We can find no uniform objective standards by which Mr. Ober rated the general secretaries. To understand fully the significance of Mr. Ober's judgment in choosing certain leaders to carry on the training of the fellowship men, it is necessary to emphasize his great familiarity with the secretaries and local situations and his natural inclination to look for leadership potentialities in other persons. It must be remembered that he had been senior secretary of the general field department of the International Committee, in which position he had first-hand information about many of the men and the possibilities in their Associations. Therefore, although objective criteria may have been lacking in the choice of general secretaries to conduct the training aspect of the fellowship plan, the judgment of one so well qualified as Mr. Ober and so well acquainted

with the secretaries gave promise of being well founded. Furthermore, judgment must necessarily play an important part in all such matters of human relations.

THE TRAINING CENTERS

An examination of certain facts about the local units into which these young men went further defines the training centers. These facts are such as could be found in the annual Yearbooks and in the personnel files about the general secretaries and others employed on the staffs when the young men began work. Staff relationships, particularly with the general secretary, were mentioned by so many fellowship men as being significant in their early training that an attempt was made to discover if the records would show the staffs of these training centers to have any outstanding item of difference from the staffs into which the control men went for their first positions. The results from the laborious task of reconstructing on paper the staffs with which both the fellowship and control men were associated and of gathering the information contained in the master personnel files are summarized and offered here as added information. There also follows a summary of the answers to questions about their training experiences which were given by both groups.

First let us observe some facts about the Associations that became training centers for the fellowship men. There was a total of fifty-five different city Associations and seventy-four branches or local units. Cleveland, Chicago, and Honolulu were the three leading cities, and their respective numbers of fellowship men were twenty-four, twenty-two, and fifteen. It will be seen at once that a comparatively small city Association such as Honolulu received more than a proportionate number, which, of course, was due to Mr. Ober's selection of what he considered a desirable training center. Whereas Cleveland and Chicago are large Associations and might be expected to take a number of fellowship men, they have a disproportionate quota as compared with other large cities, as for example: New York with three and Philadelphia with five. This, too, shows a conscious placement of men in

these cities. The Omaha Association also had nine, which is a large number for it.

The control men were scattered in very many more Associations. There are more than twice the number of city Associations represented, 120 as compared with 55 for the fellowship group. There are 132 branches. None of the cities have an unusually large number as in the case of the fellowship men.

Some of the city Associations are represented in both groups, but the overlapping is less than would be expected. Only twenty-eight cities are common to both groups when the full span of eleven years is taken into consideration. There were thirteen cases of fellowship and control persons being on a branch staff in

TABLE 8. GEOGRAPHICAL DISTRIBUTION OF THE ASSOCIATIONS GIVING INITIAL EMPLOYMENT TO FELLOWSHIP AND CONTROL MEN

	NUMBER OF FELLOWSHIP MEN	NUMBER OF CONTROL MEN
New England.....	10	28
Eastern	37	39
Mid-western	106	77
Western	19	15
Southern	10	18
Canada	...	5
Total	182	182

the same year. One would wonder how nearly alike the training of the two persons may have been. However, they were large Associations for the most part, and the training need not have been similar. At most, there were only 13 cases out of 182 of fellowship and control men receiving their induction experiences together.

Both groups received their first employed experience in Associations that were distributed over practically all of the United States. The fellowship men were placed in Associations in the midwestern states in larger numbers than the control group. We would expect this to be true, since Mr. Ober selected men who lived and were educated in this area. It is also interesting to note that comparatively fewer of the fellowship men were placed in the New England and southern states. (See Table 8.)

The training centers that were selected by Mr. Ober tended to be the larger Associations in the larger cities. There were very few fellowship men placed in the smaller cities. It is natural to expect that the opportunities for training would not be best in the smaller cities, with small Associations, limited in staff and with less variety in program. Of the fellowship men, 42 per cent were placed in cities of 500,000 and more population and only 19 per cent of the control men were first employed in cities of that size.¹ Only 3 per cent of the fellowship men went to cities under 25,000 as contrasted with 29 per cent of the control group. Since such a high percentage of fellowship men went to cities of 500,000 and over, one might ask if Mr. Ober had not covered the

TABLE 9. SIZE OF CITIES IN WHICH FELLOWSHIP AND CONTROL MEN WERE FIRST EMPLOYED

POPULATION IN 1,000's	FELLOWSHIP PER CENT	CONTROL PER CENT
1,000 and over.....	20	11
500—999	22	8
100—499	32	22
25— 99	23	30
Under 25	3	29

most of the larger cities with the fellowship idea so that others would be excluded. Upon inspection of the cities, this does not seem to have been the case, for some of the largest cities are poorly represented among the fellowship group and are also poorly represented among the control group.

A better interpretation would seem to be that the larger cities tended to attract men with some experience to fill their staff positions and that the reason why some, such as Cleveland and Chicago, responded to the idea of employing beginners was because of Mr. Ober's plan of training. There is another possible explanation for the difference in size of cities between the two groups. This study is confined to college graduates, as a requirement by Mr. Ober for fellowship training and as a criteria of selection for the control group. If the vacancies in the larger

¹ See Table 9.

cities were being filled by less educated persons, they would not appear in this study. There is no reason for believing this to have been the case. The former explanation is far more plausible.

The size of the initial Associations for both groups would, of course, follow closely the size of the cities. The larger Associations would be in the larger cities and similarly for the small cities. Facts were available about the number of members and amount of current expense budgets as an indication of the comparative sizes

TABLE 10. NUMBER OF MEMBERS IN INITIAL ASSOCIATION OF FELLOWSHIP AND CONTROL MEN

NUMBER OF MEMBERS	FELLOWSHIP PER CENT	CONTROL PER CENT
5,000 and over.....	14	4
2,500—4,999	21	13
1,000—2,499	48	39
Under 1,000.....	17	44

of the Associations.² Other items, such as the value of the properties and size of debts, were available, but are here omitted as not of sufficient importance in showing the amount of work being

TABLE 11. AMOUNT OF CURRENT EXPENSES IN INITIAL ASSOCIATIONS OF FELLOWSHIP AND CONTROL MEN

CURRENT EXPENSES IN \$1,000's	FELLOWSHIP PER CENT	CONTROL PER CENT
250 and over.....	5	2
100—249	24	14
50—99	23	16
20—49	35	28
Under 20.....	13	40

carried on. The number of program hours of service would have shown more about the amount of activity being carried on by the Associations, but this was not available. Accepting then the number of members and amount of the current expenses as being indicative of the size of the initial Associations, we find the fellowship men to have been placed in Associations with more members and larger budgets. The fellowship plan, having in it an

² See Tables 10 and 11.

element of varied experience as a part of the young man's finding himself vocationally, would have an advantage in the medium and large Associations and would have been restricted in the small ones.

It has already been stated that the staff relationships appeared to play a very large part in the satisfaction or dissatisfaction of the induction experiences. An extraordinary attempt was made to gather from the records information about all of the secretaries composing the staffs at the time the fellowship and control men were employed. The items were age, education, years of experience in Y.M.C.A. work, salary, position, and whether or not they were still employed in the Y.M.C.A. A part of this information is presented here in summarized form in Table 12.

The general secretary occupied a peculiarly strategic position for the fellowship man. He was not only the boss and the employing officer; he was also the teacher who was to interpret the Y.M.C.A. to the new man, teach skills, assign tasks, and judge the result. After the training period had been completed, the word of the general secretary would go far toward advancing the man to greater responsibility in that or another Association. The new man was to be an understudy to the general secretary and to meet regularly with him in class and conference about his work. Thus, the man to man relationships in personal as well as professional matters were of unusual importance.

The general secretaries who were responsible for the training of the fellowship men were somewhat younger than those for the control group. The difference of the means is almost one year, but not large enough to be very significant. It is interesting that 57 years is the oldest general secretary selected by Mr. Ober, whereas there are six older than that in the control group.

An item of greater difference and more significance is the education of the two groups of general secretaries. Of the general secretaries conducting the fellowship training, 80 per cent were college graduates and only 52 per cent of the general secretaries employing the control men were graduates of a college. This difference of 28 per cent is worthy of note, especially since they were dealing with young college men who were to follow along

in the same kind of work. For the fellowship men it was important because of fitness to train others. It is clear that Mr. Ober did select men to conduct the training centers who had better education than the average for the whole group.

We should be reminded that these percentages of general secre-

TABLE 12. SUMMARIZED INFORMATION ABOUT THE GENERAL SECRETARY AND STAFFS WITH WHICH THE FELLOWSHIP AND CONTROL MEN WERE ASSOCIATED IN THEIR FIRST POSITIONS

	FELLOWSHIP	CONTROL
Average Age of General Secretaries	38.36 yr.	39.28 yr.
Education of General Secretaries	80 per cent were college graduates 28 per cent greater	52 per cent were college graduates
Average Number on Staff of City Associations*	13.58 5.41 greater	8.17
Average Age of Staffs*	31.28 yr.	32.01 yr. .73 yr. older
Average Number of Years Experience in Y.M.C.A. Work on the Part of the Staff at the Time the New Man Was First Employed*	5.47 yr.	6.19 yr. .72 yr. more
Average Number of Years the Members of the Staffs Had Been Employed in Those Associations at the Time the New Men Began*	2.72 yr. .29 yr. more	2.43 yr.
Average Number of Years the Staffs Had Been Employed in the Associations to which the New Men Went, up to the Time the Study Was Made*	6.96 yr. .38 yr. more	6.58 yr.

* This is an average of an average. The average for each staff was determined, and these were averaged for the fellowship and control groups.

taries who were college graduates were taken of the men who were occupying the positions during the period 1911 to 1921, who then averaged about 39 years of age. This would mean that they would have become secretaries, on the average, about fifteen years

before that time. Viewed in this light and remembering that the fellowship training plan itself was a major early attempt to raise the educational standards of the profession, the 80 per cent of college graduates appears fairly good.

All the members of the staff as well as the general secretary may add to or detract from the happiness of the new man in his first position. Although the most important aspects, such as attitudes and working relationships, could not be determined after so long a time had elapsed, it was possible to reconstruct certain concrete items about the total staffs. These include comparative age, experience, and stability in their positions.

The staffs in the fellowship training centers were larger than those for the control group. This was to be expected, because of the greater size of Associations and cities in which the fellowship group was placed. The difference in size of staffs is very marked. The average size of the fellowship staffs was larger by 5.41, or 66 per cent greater than the control staffs. The fellowship staffs averaged younger in age by three fourths of a year, which agrees closely with the difference in ages of general secretaries. They averaged fewer number of years in Y.M.C.A. work at the time the new man joined the staff by an amount equal to the difference in ages of the two groups.

Just what would be the ideal number of years to spend in one Association is not known and would be difficult to determine. There were a good many short tenures that made for instability and certainly would not be conducive to the best work. On the other hand, there are cases where one has stayed on and grown stale and a change of personnel would be good for the work and perhaps for the secretary. On the whole, it would seem that a "growing" secretary doing a productive piece of work would stay a longer rather than a shorter time in one Association. The average number of years members of the fellowship training staffs had been employed in those Associations when the new men began was found to be greater than the same for the control group by .29 years. Although this difference is not great, it does indicate a little greater stability and is all the more important in the light of the fewer number of years of any employed experience the

fellowship staffs had had to build up a long tenure record. Another indication of greater employment stability on the part of the fellowship staffs is the fact that the difference in means of the two groups had increased from .29 to .38 years when all the years up to the time the study was made were taken into consideration. As they had more years to build up longer work records, they stayed in those Associations comparatively longer than the control staffs. This would probably indicate that their work was good, and so they were continued, and also that the working conditions were favorable, and hence they remained.

Thus, in comparing the fellowship training centers in which Mr. Ober's men were placed with the Associations giving initial employment to the control men, we find the principal differences to have been in the size of Associations and cities, the number on the employed staffs, and the education of the general secretaries. The fellowship men tended to start to work in larger cities and larger Associations and to be grouped in staffs with more employed officers. Their general secretaries were better educated and a little younger, which would seem to make possible a better understanding with the college men as they were adjusting to their new work. The associates of the fellowship men were younger by a small margin and also had fewer years of total experience in the profession at the time the new men joined the staffs; but they had been longer in those particular Associations and maintained an increasing stability in employment up to the time the data for the study were collected. This is an indication, although not positive proof, of better vocational adjustments and achievements. The fellowship men were placed in fewer cities, which is due to Mr. Ober's concentration in the training centers. The differences would certainly favor the fellowship men so far as possibilities for good training would be affected by opportunities in the medium sized and bigger cities, Associations with larger staffs and programs, better educated general secretaries, and associates that were more stable in employment. In these ways Mr. Ober's training centers were superior to the general run of Associations employing college graduates.

THE TRAINING EXPERIENCES

We have seen that one part of the fellowship plan was the training of the college graduate on his first job. This was the aspect most difficult of control in the whole plan, because it had to be left to a large number of general secretaries to be carried out. The selecting and placing of men was conducted by Mr. Ober and could be done in a more uniform way. This matter of training that the men received is also intangible in this study. It is all the more intangible because of the number of years that had elapsed before the study was made, and no central records of these training experiences were kept that would be useful for purposes of research. This information, if we did have it, would be at most only an appraisal of one aspect of the total fellowship plan. It would not affect the central purpose of the study, which is to determine if this method of selecting and inducting college men, operated with all its imperfections, produced secretaries who were to achieve superior career records. Accurate information would serve to show whether the differences that might be found were due to the selection of men more suitable to the work or to the kind of introductory experience and training they received.

In the study it was desirable to determine if the training on the job had been actually carried out and to what extent it might differ from the experiences of other such young men who were not on the fellowship plan. The answers to the questionnaires that were mailed to both groups are subject to the error of memory and will have to be interpreted with limitations. They are what the men after ten to twenty years report their early experiences and attitudes to have been.³

A large part of the questionnaire was devoted to the circumstances surrounding the decision to enter the secretaryship, the nature and extent of training in the first position, and attitudes toward the general secretary. The instrument also verified the educational background and gave salaries and positions subsequent to Y.M.C.A. experience if one were out of the work. There

³ See Appendix.

were 109 replies from the fellowship men and 94 from the controls, or returns of 63 per cent and 54 per cent respectively.

First, let us review what the fellowship men report to have received in the way of training as compared with the outline of Mr. Ober's plan. Is the fellowship pattern of training as Mr. Ober conceived it to be found in the actual experience of the men? We find that they did attend training classes and that they received coaching on the job. They did go to summer schools. Their early experiences in the work were varied. These replies do not show to what extent the work was around definite projects. The relationships existing between the general secretaries and the new men were such as to make the beginners happy to be understudies. In general, they speak highly of the quality of the training they received and particularly of the knowledge they were given of all the work of the Association. Also in the majority of the cases they recognize that their training was carried on in such a way as to enhance their own advancement in the work.

It must be acknowledged, however, that these training factors were not universally present. It would be expected, for example, that more than 60 per cent of the men would report varied experience taking them into more than one department of the Association within the first year. Here allowance, of course, must be made for the extremely short tenure of a part of the group and also for the fact that some of the Associations were small and perhaps without departments. Also, it would not be expected that 40 per cent would report that little or no help was given on the planning and execution of their work.

The members of the control group had experiences quite similar in many ways to the fellowship men. There are some rather important differences that are recorded. The fellowship men were more largely selected while in college or in a Y.M.C.A. conference setting. A larger number were influenced principally by one man in the acceptance of their first positions. Also, despite the fact that the Ober plan had in it an element of trial before reaching a decision to continue, the fellowship men in larger proportion approached their first positions with the thought of making the secretaryship a life work. Almost twice as many of the fellow-

ship men had studies in organized classes in the theory and practice of Y.M.C.A. work. Similarly, they greatly exceeded the control group in Y.M.C.A. summer school attendance.

Their descriptions of their general secretaries are most interesting. The majority of both groups described their general secretaries as capable, friendly, co-operative, encouraging, good executives, and worthy of respect. This would indicate favorable relationships with their superiors for both groups. The fellowship men appeared to have enjoyed somewhat unique relationships with their general secretaries, however. In greater proportions they were proud to be associated with their general secretaries. Similarly, they regarded their executives as good counselors, well read, worthy of respect, and those to whose homes they were glad to be invited, and these represent items on which substantial differences favorable to the fellowship group are shown. The members of the control group regarded their general secretaries as being more approachable and co-operative.

The best use of this material is the treatment given it above. However, wanting to get some indication of the total of their attitudes toward their executives, one group compared with the other, the following plan was used. The words and phrases were given positive and negative values as indicated by plus and minus signs, and a uniform rating of one was assigned to each. Some items were probably of greater significance than others for an induction experience, but not knowing what the proper weighting should be, they were all treated as equals. By totaling the percentages of the positive items for both groups, the difference in the sums was found to be thirty-eight in favor of the fellowship group. Similarly, the difference in the sums of the negative items was twenty-six greater for the control group. Thus, the rating of general secretaries was 38 per cent more favorable for the fellowship group and 26 per cent more unfavorable for the controls, or a sum of 64 per cent in favor of the fellowship group by totaling all percentages. This 64 per cent has no particular meaning as a number but does show the favorable trend to be in the direction of the fellowship group.

It was desired to have both groups give some evaluation of their

training experiences. Accordingly, they were asked to indicate the extent to which they were given an understanding of all the work of the Association, the amount of counsel on planning and execution of their tasks, the amount of supervision, and to what extent the counsel and supervision were given with a view to their own growth in the profession.⁴ Almost twice as many of the fellowship men as controls report to have received a thorough understanding of all the aspects of work that the branch was conducting. This is all the more significant because the fellowship men were in larger Associations with a greater variety of program. Similarly, the fellowship men report more counsel and supervision. Another item of special note is that the counsel and supervision were given in such a way as to make twice as many fellowship men very much aware of the fact that it was done with a view to their own growth in the work.

It is natural to expect this training to have taken place in planning conferences and staff meetings that were about equal in number for both groups. It would appear that the superior training that the members of the fellowship group said they had was more a matter of higher quality rather than greater quantity. It must be kept in mind in all these conclusions that they are comparisons based upon questionnaires and that there are no objective standards on which the reports were based. The secretaries reporting may have had quite different meaning for the terms they used. Therefore, they represent a comparison of the appraisal made by the men themselves of their training. They do show, however, that the fellowship men appraised their training higher in the regards indicated than did the control group.

Again, it was desirable to have a comparison of the two groups for the total scores reported on these training items. A simple method of zero for none, one for scarce, two for medium, and three for thorough, and similarly for the other gradations, was adopted. Taking the sum of the ratings weighted in this manner and then finding the difference of these totals for the two groups, we discover the fellowship group is favored in every one of the

⁴ Questions 13, 14, 16, and 17, Appendix.

training items. The greatest difference in their favor was the awareness that their counsel and supervision had been given with emphasis upon their own growth, and this rating was twenty-six. Next, with a rating of twenty-four, is the fact of an understanding of the total program that the Y.M.C.A. was conducting. The fellowship group surpassed the others in amount of observation and supervision given them by a rating of twenty and had more help in planning and execution of their work, receiving for this a rating of eleven. These items, particularly the first two, are very good measures of the effectiveness of training during the induction periods. The measures, although lacking in refinement, do indicate that the fellowship group reports a superior training as compared with the control group.

The social intermingling with the other members of the staff was a more frequent occurrence among the fellowship men, and this was particularly true in regard to invitations to the home of the general secretary. The two groups were practically equal in the matter of introductions to the members of the boards, attendance at luncheon and civic clubs, and being given assistance in getting connected with a church and with social groups. Some of these items would have had significance only for those young men who left their homes to accept employment. The control group surpassed the fellowship in the matter of being introduced to the important friends of the general secretary. In this connection we need to have in mind the smaller Associations and cities in which the control men were placed.

It must be said that the induction experiences of both groups appear to have been good. The young men were accepted in conferences and staff meetings and were privileged to attend summer schools. They had an opportunity to gain a wider grasp of the Association work and were given help in the performance of their tasks. They enjoyed an unusual relationship with their general secretaries.

What is reported to have happened in the training experiences of the fellowship men is not as different from that of other college men as we might at first expect. There are many items of striking similarity. The training aspect of the plan seems not to

have been a thing entirely new. It appears rather to have been a selection of the best of the training practices of the day and setting these good points up as the accepted procedure for the fellowship group. The idea of the fellowship training plan was not at all an exclusive affair either. At conferences and in publications this was set forth as the best way to bring men into the secretaryship. The idea received considerable notice. It is possible that its own influence spread enough so as to affect the training practices generally during this very period. If so, the induction experiences of the two groups would be brought more nearly into line. It would be impossible, of course, to measure the extent to which this actually happened.

The fellowship plan as reported in the experience of the participants is found to bear out the claims made for it by its founder. Apparently, however, as it was operated in the local Associations, it fell far enough short of its goal to permit a few of the men to escape a substantial part of the intended training. On items of difference, the advantages favor the fellowship group. They had more instruction in the theory and practice of the Association work and the attendance at summer schools was greater. Their training gave them a better understanding of the work of the Association as a whole and the opportunities for their professional growth were superior. Their relationships were very favorable with their general secretaries and staff associates. The training centers offered an experience different from that which might be expected in the general run of Associations employing college graduates.

CHAPTER FOUR

THE PROFESSIONAL CAREERS

A REAL test of whether an individual is superior to others in the same profession is the duration and quality of his professional service. If an individual is found to remain in his profession, if his work shows signs of growth and progress, and if he is advanced to more responsible positions with better salary, it is an indication that the person is a success, unless something particularly unsatisfactory is in evidence. A man whose employment record is very brief, who jumps from one position to another without favorable cause and who does not show signs of progress in his work or advancement in position, is considered vocationally unstable or not very successful. Therefore, in trying to discover whether or not one method of selection and induction produces persons who have different or superior records of service within that profession as compared with other methods, one test is the duration and quality of service.

It is a simple matter to discover how many years each secretary has spent in the profession, but much more difficult to determine the quality of service for purposes of comparison. The service records of Y.M.C.A. secretaries are among the most difficult of the vocations to evaluate. No measured output or "gross sales" could be found that would have any meaning when applied to the many branches of the Association scattered all over this country and, in fact, in several foreign countries. The Y.M.C.A. is not operated for profit, and persons occupying positions strategic for the welfare of the movement may have little to do with income.

The profession has never been rigidly standardized, and the tasks and responsibilities of persons holding the same positions in different localities may vary greatly. This is particularly true of subordinate positions. The offices within the profession may be ranked into fairly clearly defined categories, but it is possible for a position of lower rank in one Association to carry higher remuneration and greater responsibility than a higher ranking position in another Association. Also, the salaries are sometimes affected by the number of dependents a secretary may have or the cost of living in a particular locality. Having pointed out these limitations, it must be admitted that the salaries and the responsibilities as designated by the names of offices held are the best available qualitative measures of the career histories. The errors in these measures would probably not be great and they would be compensating in nature, just as fair to one group as the other, and so we may consider the findings on these items to be accurate for the treatment they are given statistically.

It would be desirable, of course, to know just who should be selected and how each one should be trained to insure the greatest professional success. There are too many uncontrollable factors to expect to get a prognosis with a high degree of reliability. We can, however, discover whether a practice like the fellowship plan did produce secretaries with superior service records, and, combining these facts with the results of other studies, we may draw conclusions in light of our knowledge of good personnel practices concerning a procedure applicable to our present day. It is hoped that this study will contribute toward that end.

Since we are concerned with the careers of the fellowship group as contrasted with the controls, it would be important to know how many of each were actively employed in the Y.M.C.A. at the time the study was made. It was known without any research that the personnel turnover within the secretaryship was very great during the years covered by the study. This was a disturbing factor and tended to make the improvement of professional practices difficult. It was also costly to the movement as a whole to be taking the time and money to train new men who remained in the service only a short time. Also, it must constantly

be kept in mind that the period studied included the years of the war. This would skew some of the data, particularly with regard to continuance and tenure for those who began before and during 1917 and 1918.

However, there is no reason to believe that those abnormal conditions affected one group differently than the other. Each group was composed of equal numbers of men entering during the same years and of similar ages. If the fellowship plan could show any favorable difference with obstacles attendant upon the war to combat, we would expect it to do as well and probably better under normal conditions. We shall then have to interpret the data allowing for the fact of the war but considering it a constant in the study.

The amount or duration of the service rendered by each group may be measured in two ways. One is the number of men remaining in the work at the time the data were collected. A long enough period of years had not elapsed for an individual to have reached the age of retirement and thus be out of the work for that reason. Every individual would have been found in active service if he had been continuing in the profession. The second indication of the extent of service is the number of years contributed by each group as measured in totals and averages.

The number of fellowship men continuing in active service in 1931 was substantially greater than the same for the control group.¹ Of the fellowship group, fifty-three remain, whereas thirty-four of the control men were in active service. The number of active secretaries is then nineteen in favor of the fellowship group, or an increase of more than half over the controls—56 per cent to be exact. Approximately one out of every three of the fellowship group remained, and one in five among the controls, after allowance is made for those who were known to have died. All deaths that occurred during active service were recorded in the records but the total number who had died may have been greater owing to loss of contact with those who had left for other lines of endeavor and from whom no replies were received to the

¹ See Table 13.

questionnaire. Although the number of secretaries continuing in active service is small for both groups, there is an important advantage in favor of the fellowship men.

There is a greater difference between the two groups in the percentage who continued in active Association service when we compare those who entered during the later years of the period covered in the study. The sharp decline in the number of beginning men in 1917 was, of course, due to the war. There were no

TABLE 13. SECRETARIES CONTINUING IN THE SERVICE OF THE Y.M.C.A. AT THE TIME THE STUDY WAS MADE (MAY, 1931), DISTRIBUTED BY YEARS OF ENTRANCE

Year of Entrance	FELLOWSHIP			CONTROL		
	No. of Entrants	In Active Service	De- ceased	No. of Entrants	In Active Service	De- ceased
1911	18	5	1	18	4	1
1912	24	8	..	24	5	..
1913	29	6	1	29	3	..
1914	38	11	5	38	10	2
1915	22	6	..	22	3	1
1916	32	8	2	32	6	3
1917	3	2	..	3	..	..
1919	4	2	..	4	1	..
1920	7	1	..	7	2	..
1921	5	4	..	5	..	..
	182	53	9	182	34	7

new men in 1918. When comparison is made of the nineteen fellowship men who entered during 1917 to 1921 inclusive with an equal number of controls during those years, it is seen that nine, or 47 per cent, of the fellowship men remained, whereas only three, or 16 per cent, of the control group were in active service. Out of this number, the proportion of continuance is three times greater in favor of the fellowship method. The numbers are too small for us to draw definite conclusions, but this may indicate that as experience and perfection were gained in the operation of the fellowship plan, the difference in its favor as a method of selecting men who would continue in active service was greater than for the total group. We would need further study of a

larger number of cases during this later period to substantiate this point, and there were no more men selected and trained in just this manner.

Knowing that more fellowship men were remaining in the work, it would naturally be expected that the total years of service contributed by that group would be greater than the same for the controls. At the point of total years of service, the fellowship

TABLE 14. TOTAL NUMBER OF YEARS CONTRIBUTED BY EACH GROUP AND THE INDIVIDUAL SERVICE RECORDS DISTRIBUTED BY YEARS, AND A DISTRIBUTION FOR SPRINGFIELD GRADUATES ONLY

YEARS IN SERVICE	FELLOWSHIP	CONTROL	SPRINGFIELD GRADUATES ONLY
20-21	3	1	..
18-19	12	4	..
16-17	15	12	4
14-15	12	12	3
12-13	10	11	2
10-11	14	4	2
8-9	9	13	2
6-7	13	9	1
4-5	19	14	6
2-3	32	37	7
0-1	43	65	7
	182	182	34
Means	7.28 yr.	5.51 yr.	6.67 yr.
Total No. of Years...	1,325	1,003	

group rendered 1,325 years, as compared with 1,003 years for the others. (See Table 14.)

When the study was made, Mr. Ober's men had already given 322 years more to the work of the Y.M.C.A. than the college graduates who had not received the special training. Because there were nineteen more men continuing in active service, the differential in favor of the fellowship group would probably increase with time, as the men who had remained for this length of time have presumably chosen the secretaryship as a life work. The 322 years advantage to date is significant, however. In number of years this would equal the total lifetime service of nine secretaries, assuming they began at the approximate age of

24.5 years, as found in this study, and continued without interruption until 60 years of age, the time of optional retirement.

It would be impossible to get a mean of the total years of service for either group until the record of every case had been completed, and enough time had elapsed so as not to permit one who was temporarily out to return to the field. It is possible, however, to get comparative means in tenure as of a certain date. These means are comparable because of the criteria of selection; namely, the cases in both groups who began employment in the same years and in equal numbers for each year. This would make the total possible number of years service equal for both groups. The comparative mean for the fellowship men was 7.28 years, or 1.77 years in excess of that for the controls, which was 5.51 years. The Ober men had served an average of a little over seven years, three months, and this was greater than the average for the controls by one year and nine months plus. These are, of course, averages as of the date of the study. The true averages would increase so long as any member continued to add to his service record. Considering a possible maximum of ten to twenty years of service, the means are neither of them very high.

The mode for both distributions occurs in the first interval, and this is a very significant fact. For each group this frequency is appreciably higher than for any other class interval. Among the control group, sixty-five were out of the work in less than one year and six months. We also find forty-three, or two thirds as many, of the Ober men to have given up the work in so short a time. By the end of three and one half years of service, 56 per cent of the control group and 41 per cent of the fellowship men had left the work and had not returned up to the time of the study. Allowing for the departures to enter the war work and recognizing the general unrest that the war caused in all professions, these figures are still too high. Many college men were staying only a short time in the work of the Y.M.C.A. and were then following other lines of endeavor. It would seem that the Y.M.C.A. might well afford to give serious consideration to a method of selecting and inducting its personnel. This high turnover during the first few years of employment was not only costly

for the Y.M.C.A. in loss of experience and expense of training new men and demoralizing from the staff point of view, but also it must have carried many attendant disappointments for the men.

Since the Association colleges train men especially for the secretaryship, there would be considerable interest in knowing how these graduates compare with other secretaries. Finding in the control group as large a number as thirty-four of the Springfield Y.M.C.A. college-trained men, it seemed opportune to single these out for independent comparison with respect to tenure. None of the Association college graduates were to be found among the fellowship men, for that plan was a parallel method of training.

The mean tenure for the graduates of Springfield is 6.67 years (Table 14) up to the time of the study. This is higher by 1.16 years than that for the total control group of which the Springfield graduates are a part. It is greater by almost two thirds of the difference between the means of the control and fellowship groups. This has particular significance at two points. The presence of the Springfield college graduates skews the control group in the direction of a higher mean tenure than we would have found if the control group had been composed of graduates of colleges excluding those institutions that train particularly for Y.M.C.A. work. If this had been the case, our difference in means would have been greater, and would have showed still more advantage to the fellowship men. The second point of significance is that there is in this a strong argument for some kind of training as against a plan of employment direct from college.

Whether or not there is a rank order with regard to tenure, of fellowship men first, Association college men second, and untrained college graduates last, is a matter for speculation. It appears that this may be so, but further study would be required to affirm the point. Since the tenures of the Springfield men were taken without regard for year of entrance which would affect their proportionate possible length of service, we cannot be sure the conditions for them were the same as for the other groups. Also, the number is small.

Our study has shown that with respect to continuance in the

work and number of years of service rendered, there are important differences in favor of the fellowship group. For every two non-fellowship men still in active service there were three and a little more fellowship men. Ober's men had averaged a little over one year and nine months longer in the profession. This appears to be a difference of significance, but one might ask just what was the possibility that it might be due to chance. By computing the standard deviation of the difference of the means, we find the sigma of the difference to be .64. Dividing the difference in means, 1.77, by the sigma of the difference in means, .64, we get 2.77, which is not quite the accepted three to prove that the difference cannot be due to chance. However, the chances are 9,972 in 10,000 that the mean of the fellowship group would always be superior to the mean of the controls.

Knowing that the fellowship group remaining in service contain nineteen more cases than the controls, we are sure that the fellowship mean will increase faster than the one for the controls. This will have to be the case unless some unnatural influence is brought to bear. Knowing this trend will come, and since the difference divided by sigma is so nearly three with the data as they are for practical purposes, we may call this a significant difference, beyond the possibility that the difference is due to chance.

For the best advancement in the profession, we do not know what is the preferred length of time to remain in the first or subsequent positions. This may be something that varies with the kinds of positions and working conditions and it probably does. It would be safe to assert that too short a time would be bad and too long a time without a change probably indicates lack of progress in many cases. Some positions would, of course, grow and expand with the development and maturity of a good man, whereas others would not. For the majority of cases some movement from position to position would seem desirable for advancement, whether that be to another position of the same kind with greater responsibility or a change in rank from assistant to department head or department head to executive. Demotions may also take place at the time of position change.

The members of both groups remained in their first positions on the average about the same length of time, the means for the fellowships being 1.65 years and for the controls 1.44 years. (See Table 15.)

The mean average tenures per position are very similar also. These are determined by taking an average. The average tenure per position was determined for each man, and then the average for the group was taken. Here, too, the fellowship men are a

TABLE 15. DISTRIBUTION OF THE TENURES IN FIRST POSITIONS AND AVERAGE TENURES PER POSITION

Years	TENURE IN FIRST POSITIONS		AVERAGE TENURES PER POSITIONS	
	<i>Fellowship</i>	<i>Control</i>	<i>Fellowship</i>	<i>Control</i>
12	..	1	..	1
11	..	..	..	..
10	1	..	1	..
9	..	..	1	..
8	2	..	2	..
7	2	..	4	..
6	1	1	..	1
5	1	3	6	7
4	7	8	21	13
3	16	22	32	32
2	38	30	35	32
1	99	94	72	83
0-5 mo.	15	23	8	13
	182	182	182	182
Means.	1.65 yr.	1.44 yr.	2.28 yr.	1.96 yr.

little higher; 2.28 years, compared with 1.96 years for the control group. The lower means for the control men in first position tenure and averages per positions may be largely accounted for by the greater number of persons who had very short total work records. We are probably finding here norms in position tenure for all secretaries or at least the college graduates. It is significant that with both groups and in about the same proportions the average tenures for all positions are greater than the first position tenures. It is natural to expect that as one found his place in the profession he would make fewer changes in his position. We may

conclude then that so far as a change of position affords an opportunity for advancement, the two groups were practically equal.

The length of time one stays in various Associations or cities shows something of his stability in his professional work. We believe a reasonable degree of stability to be a good thing for both the service that may be rendered and also for the individual's advancement. Again, we have no norms to guide us and we do not know what is the best length of stay per Association. This is not to be confused with an individual's position change, which cannot be considered a measure of stability. One may be shifting about from one position to another because he is unstable or poorly adjusted in his work, but it is quite as true that a secretary often-times has a change of position at times of promotion. We have considered it a change of position when a secretary moves to another Association and continues in the same type of work as well as when he changes the kind of work that he may have within a given Association. If a man is advancing rapidly and outgrowing the position he has, the chances are very much better that he will be given other work with greater responsibility and retained by the Association in which he has proved his worth. There are times, of course, when opportunities for advancement necessitate a change of Association.

When a man is not meeting with success in his work, or for some reason is poorly adjusted in that particular location, he is more likely to be released by the Association or voluntarily to seek employment elsewhere. We may safely say, when taking a large number of cases into consideration, that the longer average length of time per Association is a measure of stability and that a shorter average indicates instability. Also viewed from the standpoint of the employing Associations, it is costly to have the personnel stay short periods as it always takes a new man some time to get acquainted and to begin to do his best work.

We have already observed that the fellowship men change about from one position to another in about the same degree as comparable persons who have not experienced the special training. Let us see how the two groups compare in length of stay in their Associations. Does Ober's method of selecting, placing, and

training tend to make for greater employment stability? The answer is, yes. The fellowship men remain in their initial Associations a longer time and their average tenures per Association are greater.² The mean initial Association tenure for the fellowship is 2.98 years and for the controls 1.75, or a difference of 1.23 years in favor of the former. This difference amounts to a 70

TABLE 16. DISTRIBUTION OF TENURES IN FIRST ASSOCIATIONS AND AVERAGE TENURES PER ASSOCIATION

Years	TENURE IN FIRST ASSOCIATIONS		AVERAGE TENURES PER ASSOCIATION	
	<i>Fellowship</i>	<i>Control</i>	<i>Fellowship</i>	<i>Control</i>
19	1	..	1	..
18	..	..	..	..
17	1	..	1	..
16	3	..	1	..
15	2	1	2	1
14	1	..	1	..
13	1	..	1	..
12	1	1	..	1
11	..	..	..	..
10	5	..	4	..
9	..	..	3	1
8	4	2	4	..
7	1	2	5	4
6	3	..	10	5
5	8	4	11	10
4	9	11	20	22
3	19	20	24	22
2	36	32	26	27
1	78	91	61	77
0-5 mo.....	9	18	7	12
	182	182	182	182
Means	2.98 yr.	1.75 yr.	3.76 yr.	2.36 yr.

per cent longer time on the average that the fellowship men remain in their first Associations than do the others. The average tenures per Association are greater than the initial Association tenures by approximately three fourths of a year for both groups. The mean tenure per Association for the fellowship group is 3.76 years, or an increase of 1.4 years over the mean of the con-

² See Table 16.

trols, which is 2.36 years. In these distributions as well as for those showing position tenures, the high frequencies at the low end of the scale are largely accounted for by those in both groups who left the work entirely after a short time. The facts show us plainly that, in both the initial Associations and in the average tenures for all Associations, the fellowship men surpass the controls in length of service. We find them to be more stable in employment. We may also reflect that the staffs with which the fellowship men became associated had longer records of service in those Associations in which the new men entered than did the staffs of the other group.

In the Y.M.C.A. there is not a vocational ladder or definite position rank that is uniformly applicable to the different branches

TABLE 17. CLASSIFICATION OF INITIAL POSITIONS

	FELLOWSHIP		CONTROL	
	<i>Number</i>	<i>Per Cent</i>	<i>Number</i>	<i>Per Cent</i>
Assistants	161	89	106	58
Department Heads.....	19	10	70	38
General Secretaries.....	2	1	6	3
	182		182	

of the Association. The positions may be grouped into rather broad categories of assistants, department heads, and general secretaries, including with the latter the branch executives. These are more descriptive of the relationship one would occupy with respect to the total work of his branch and his rank with immediate staff associates than they are indicative of similar responsibilities and remuneration among the various local Associations. Whatever unevenness there is about these classifications, when applied to many local units, will become a compensating error and for our purpose may be disregarded.

An examination of the classification of the initial positions shows a considerably larger number of fellowship men starting in the capacity of assistant than there were of the controls.³ The percentage for the former is 89 and 58 for the latter. All but 11

³ See Table 17.

per cent of the Ober men started in assistants' positions, and this indicates a condition suitable for an understudy relationship.

The percentages of control persons who started as department heads and general secretaries are, of course, larger. From the standpoint of offices held in initial positions, the fellowship are inferior in rank to the controls.⁴

TABLE 18. DISTRIBUTION OF INITIAL SALARIES

SALARY IN \$100's	FELLOWSHIP	CONTROL
24	..	1
23	..	..
22	..	..
21	..	..
20	1	..
19	..	..
18	2	..
17	..	..
16	..	1
15	2	4
14	1	3
13	1	1
12	6	32
11	3	10
10	8	27
9	20	30
8	11	22
7	46	28
6	69	19
5	11	2
	181	180
Omitted	1	2
	182	182
Means, in Dollars.....	7.50 or \$750	9.23 or \$923

What will this difference in rank at the start mean in amounts of beginning salaries? Could it be that these specially selected and trained men were drawn into the work by offers of better pay than others might be getting? By reference to Table 18 it is seen

⁴ For further information about the importance of later positions, see the latter part of this chapter, in which a more detailed study is made of those who remained in service.

that the opposite was the case. The fellowship men averaged considerably less in beginning salaries than the controls. The mean annual salary for the fellowship men was \$750 as compared with a mean of \$923 for the controls, or a difference of \$173. Even with the difference in position rank of the two groups at the start, it would appear that the special training the Ober men were to receive was considered as part remuneration. The difference in salaries is more than would have been expected by just the difference in rank of initial position. These initial salaries were those paid during the period 1911 to 1921 and cannot be considered as applying to that which beginning men received in later years. Even for that period the salaries are low.

Considering the lower initial salaries of the fellowship men, the next question is whether or not they continue to work for less pay. In the Y.M.C.A. profession, the salary one earns is not as good an indication of one's worth as it would be in many commercial and industrial vocations where production or output can be measured and earnings determined thereby. Neither is it as closely associated with success or recognition as would be the case where remuneration is the amount of professional fees obtained for services rendered or in other salaried professions that were more standardized. The salaries in part are determined by the general boards made up of laymen, whose opinions may vary considerably from place to place. The supervisory organizations, state and national, do guide the local boards and by their assistance in placement of secretaries produce a sort of standardizing effect. If a capable person is not getting the salary he deserves and there is a better paying position, he may be given help to secure it. Also, the demand for men in the years of expansion after the war and up to 1929 made it necessary for Associations to pay larger comparable salaries in order to keep their men, more than would be the case in times of retrenchment. And lastly, these inequalities would affect both groups in the same manner.

In arriving at a comparison of salaries, it seemed best to take more than one period. There was need for a long enough time to elapse so that the secretaries might have been expected to become established and strike a level that would be indicative of true earn-

ings. It seemed best to make the comparisons after equal number of years experience and also during the same year, in order to take account of any general trend, either upward or downward, that might be current with the times. Therefore, since the longest service record that it would have been possible for the latest entrants to have acquired was ten years, the salaries for everyone were taken at the end of ten years. Also, since the majority of cases, 163 out of 182 for each group, had entered by 1916, which would permit a maximum of fifteen years of service by the time the study was made, a distribution was made of the salaries after fifteen years. This automatically excluded the nineteen latest entrants in both groups. The natural one year to take for study of earnings was the most recent, 1931, which brought it down to the time of the study. Thus, there is available for comparison the salaries of both groups in their initial positions and also after ten and fifteen years of service and in 1931.

By observation of the salary distributions of the two groups it is seen that with the exception of two cases in the fellowship group for the latter two periods, the range of salaries for both groups is quite similar. As would be expected, there is a tendency for the range to be increased with longer service records in the direction of higher salaries. Some individuals will achieve the higher paid positions and will then deviate further from the mean of the group.

Comparing the mean salaries of fellowship and control persons at the end of equal periods of service, the fellowship group salaries are seen to be higher in each case.⁵ The differences are not great. The fellowship mean salary exceeds the controls by \$57 at the end of ten years, by \$144 after fifteen years, and in 1931 the difference is \$153. It is interesting to note that with longer experience the difference in mean salaries is greater. It is also worthy of note that the means for all of the three periods favor Ober's men.

The mean is the best measure when comparing the achievements of the groups. Each case in the distribution is given its

⁵ See Table 19.

true value and contributes its proportionate share in determining the mean for all. Thus, a few extremely high salaries will raise the average for the group in proportion to the extent of their deviations, and, similarly, the low salaries will reduce the average.

TABLE 19. DISTRIBUTION OF SALARIES OF THOSE REMAINING IN THE Y.M.C.A. AFTER TEN AND FIFTEEN YEARS AND IN 1931

Salary in \$100's	FELLOWSHIP			CONTROL		
	After 10 years	After 15 years	In 1931	After 10 years	After 15 years	In 1931
85	..	..	2	..	..	..
80	..	..	..	..	..	..
75	..	1	..	..	..	..
70	..	1	..	..	..	..
65	..	..	1	..	1	1
60	..	..	1	..	2	3
55	..	3	3	..	1	2
50	1	2	6	1	2	1
45	2	5	5	1	5	8
40	6	21	16	4	6	3
35	24	8	10	12	7	5
30	14	2	5	7	6	7
25	9	2	4	8	2	2
20	3	..	..	2	..	..
15	1	..	..	..	..	1
10	..	..	..	..	..	..
5	1	..	..	..	..	..
Totals.	61	45	53	35	32	33
Means, in Dollars ..	3,271	4,144	4,198	3,214	4,000	4,045
Medians, in Dollars ..	3,302	4,000	3,984	3,271	3,833	4,000

The mean gives us the true average. In determining whether or not the general run of the group are well paid, it is better to use the median which gives the salary at the mid-point of the distribution. One half will receive salaries greater and the other half will be paid less than the median. It is also the better measure of central tendency for one contemplating the profession. The fact that a very few persons get much higher salaries than

the majority would raise the mean, whereas the salary at the mid-point would give the man considering the profession a better idea of the income he might expect. Therefore, medians for the groups have been computed as well as means.⁶

The differences in medians also favor the fellowship group, but not as uniformly as was the case with the means. The median for the fellowship group is \$31 greater after ten years, \$167 after fifteen years, and \$16 less in 1931. The first and last differences are not great enough to be held significant, and they practically neutralize one another. In light of the small difference between these two medians, too much confidence should not be placed in the \$167 found between the two groups after fifteen years of service. It may be said that the salary of one control person continuing in active service in 1931 could not be ascertained. He was a physical director in a rather small city, and if he were to have been added in the distribution at the \$3,000 interval the median for the controls would have been lowered enough to be less than the fellowship. There is no authority to do this, but it merely shows that for practical purposes the medians for that period are equal.

From the standpoint of the adequacy of salary for the majority of the group and as an indication of probable salary to be received, the advantage, though not very great, goes to the fellowship men. Another point clearly shown by a comparison of the means and medians is that up to ten years of service, the tendency is for a greater deviation of salaries downward from the mid-point in the distribution. This is true for both groups and is seen by the fact that the medians are greater than the means. After fifteen years of service and following, the greater deviation from the mid-point is in the higher brackets and hence the means are greater than the medians. These relationships hold throughout the three distributions for both groups.

It is evident that, although the salaries paid the fellowship and control men were not greatly different, the advantage is in favor of the fellowship group. The means for the groups in service

⁶ See Table 19.

are uniformly higher for the fellowship, and so is one median, the other two medians being about equal. The fellowship men, starting at lower salaries than the controls, have equalled and surpassed the others. There are no extremely high salaries to be found in either group. The small number of cases in all the distributions below \$2,250 is indicative of a living wage.

It must be kept in mind that these means and medians are taken prior to and during 1931, which years include the period of expansion and high salaries for the profession. Severe salary cuts followed closely upon these years, and the measures here reported cannot be taken as indicative of present day salaries. A further treatment of comparative salaries of persons occupying the position of general secretary within the two groups will be presented later in this chapter.

A matter of considerable interest, but a collateral to the main purpose of the study, is that of salaries received by Y.M.C.A. men who have left the secretaryship for other work. Was a principal factor in leaving the Y.M.C.A. the opportunity for greater pay elsewhere? If that was the motive for leaving, did they get higher pay? Of course, not all who leave do it voluntarily, but from general observation we suspect that many, in fact most of those who left during the years covered by the study, did leave of their own accord. The discharge of secretaries because of the depression was much less frequent before May, 1931, than was true from then on. The first place the retrenchment was felt was in the decrease of salaries and withdrawal of those who were in the foreign work of the Association. As will be shown later, this would have affected the fellowship group to a larger degree, for more of their men were employed in foreign countries. We believe a big majority of those who discontinued their service in the Y.M.C.A. did it voluntarily. The personnel records did not show reasons for leaving in enough of the cases to give usable information on this point.

Since a schedule was being sent to every person who had been included in the study, there was an opportunity to ask those who were out of the Y.M.C.A. work to record their salaries. This was done in such a way that they could indicate their salaries

within a \$500 range, or step interval, by years.⁷ Although it would be difficult to recall exact salaries for each year, and the amount of time that would be required to record it in this way might reduce the number of returns, it is thought that one could very accurately place his annual earnings within a range of \$500 and do it quickly. The salaries for the in-service men were taken from the personnel records.

For purposes of comparison, the salary distributions of those who had left the Y.M.C.A. were made in the same years as for the in-service groups. Means and medians were determined as before. Also, separate distributions were made for the fellowship out-service men and for the controls who had left the work.⁸

Thus, there is available a comparison of the later salaries of the Ober men who remained in the work with those who left and similarly for the controls. Also, we may consider the in-service for both groups in contrast to the out-service for both. The errors inherent in recording salaries from memory may be considered to be equal for both groups. Also, it just happens that for each of the three distributions, the number of out-service fellowship men approximately equals the same for the controls. The numbers are not large.

First, by observing the distributions of salaries of the out-service groups (Table 20), some striking differences as compared with the in-service groups, are in evidence (Table 19). Observe the much higher salaries obtained by a few of the individuals who have left the Y.M.C.A. to follow other vocations. Among the two out-service groups in 1931 there were seven persons who received salaries above the highest of the in-service groups. These higher salaries ranged up to \$16,000, almost double the highest salary paid to anyone who remained in Y.M.C.A. work. The salaries are also extended at the lower end of the scale as well. In both out-service groups there were, in 1931, twelve who received less than \$2,250 as contrasted to only one person still employed in the Y.M.C.A. who received less than that amount in the same year.

⁷ See Appendix.

⁸ See Table 20.

TABLE 20. DISTRIBUTION OF SALARIES OF FORMER SECRETARIES RECEIVED IN OTHER WORK, TEN AND FIFTEEN YEARS AFTER INITIAL EMPLOYMENT WITH THE Y.M.C.A. AND IN 1931

Salary in \$100's	FELLOWSHIP			CONTROL		
	After 10 years	After 15 years	In 1931	After 10 years	After 15 years	In 1931
160	..	..	..	..	1	1
155	..	..	..	..	..	..
150	..	..	..	..	..	1
145	..	..	..	..	..	..
140	..	..	..	..	..	..
135	..	..	..	..	..	..
130	..	..	..	..	..	1
125	..	..	..	..	..	..
120	..	..	..	1	..	..
115	..	..	..	..	..	..
110	..	..	..	..	..	..
105	..	..	..	..	..	..
100	..	1	..	1	2	2
95	..	..	..	..	..	..
90	1	..	2	..	..	..
85	..	..	..	..	..	..
80	1	1	1	..	..	..
75	..	1	1	1	1	2
70	..	..	..	..	1	1
65	..	..	..	..	..	..
60	1	2	1	1	1	1
55	1	3	4	1	..	3
50	..	3	4	1	3	3
45	2	..	1	2	..	3
40	5	4	1	2	7	5
35	9	5	7	6	3	4
30	3	4	5	8	6	5
25	6	8	6	8	3	6
20	13	3	4	9	7	5
15	2	2	2	4	..	..
10	..	..	1	..	..	..
5	1	..	..	..	..	..
Totals.	45	37	40	45	35	43
Means, in Dollars ..	3,167	3,878	3,912	3,378	4,271	4,907
Medians, in Dollars ..	2,833	3,400	3,393	2,844	3,500	3,900

A warning should be sounded not to think of these out-service distributions and norms as typical of the earnings of all college graduates after a given period of general experience. The individuals who make up the out-service groups have all entered the Y.M.C.A. profession as their first positions immediately after college and later decided to change. If this change indicates an instability of vocational choice so far as general type of work is concerned, they may also be unstable in later positions. Furthermore, the distributions of salaries were taken ten and fifteen years after they entered the Y.M.C.A. to compare in total experience with those who remained in service, and this would mean in every case that less than the same time could have been spent in working one's way up in another profession or vocation. Other college graduates who would have met the requirements for entrance into the secretaryship, especially the leadership type of man selected by Mr. Ober, but who had spent equal number of years in professions first selected after college, might have salaries higher than either one of these groups. This would probably be the case.

In this tangent to the main study, however, the chief concern is the salaries obtained by former secretaries in the vocations they have followed after leaving the Y.M.C.A. The opportunities for the higher salaries are better out of Y.M.C.A. service than in it, but only a few receive these higher salaries. There are also a larger number of persons of comparable age and education who have left the Y.M.C.A. work who were being paid very low salaries, less than \$2,250. A further comparison may be made by a study of the central tendencies for the two groups.

An analysis of the means will give a comparison of the groups with true values assigned to cases in the extremities of the salary distributions. By referring to Table 21, a most interesting relationship is found to occur among all of the salary means. It has already been shown that among the in-service groups the salary means of the fellowship men for each of the periods are greater than for the controls. In a comparison of means of the out-service groups, the relationships are seen to be just as uniform between the fellowship and control men but in the reverse order.

Taking the difference in out-service salary means for each period, those persons who were selected by Mr. Ober received lower salaries after they had left the Y.M.C.A. than was true of the other college graduates who entered the secretaryship and left. A further relationship is most interesting. There is a uniform rank order of means for all four distributions, two in-service and two out-service, for each of the periods studied. The control persons who left the Y.M.C.A. work received the highest mean salary. Next in order were the fellowship men who remained in service, and they were followed by the control in-service group. The lowest mean salary was obtained by the fellowship out-service group.

From these data it would appear that among the fellowship

TABLE 21. MEAN SALARIES FOR ALL PERIODS, ARRANGED FOR EASE OF COMPARISON

	IN-SERVICE GROUPS		OUT-SERVICE GROUPS	
	<i>Fellowship</i>	<i>Control</i>	<i>Fellowship</i>	<i>Control</i>
After 10 years.....	3,271	3,214	3,167	3,378
After 15 years.....	4,144	4,000	3,878	4,271
In 1931.....	4,198	4,045	3,912	4,907

group, the more successful, as indicated by salaries, remained in the Y.M.C.A. and the less successful left to do something else. Conversely, the control men achieve better salaries in other work than in the secretaryship. Can it be that the fellowship men are more successful in the Y.M.C.A. and the control men more successful at some other work? In judging the groups on the basis of salary means, this would appear to be true. The differences of means in many cases are small and the numbers are not large. Further research, therefore, would be necessary to establish the point.

The differences in medians of the fellowship and control in-service groups for the various periods have already been observed. Comparing the median salaries of the fellowship men who remained in Y.M.C.A. work with those Ober recruits who left, we find the in-service medians to be higher.⁹ This is the same as for

⁹ See Table 22.

the means. This relationship is constant for all three periods and the differences are considerably greater than those found for the means. Looking at the medians of the control in-service and out-service groups, there is seen to be a different relationship existing than was found with the means. In each period the median salary for the control individuals who remained in active service is higher than the corresponding median of those who left for other work. This is just the reverse of the means. The out-service controls had the highest means of all four distributions for each period. This is due to the marked effect in raising the mean produced by those few cases in the out-service control group who had much higher salaries than the majority of the distribution. Another interesting relationship is the fact that the medians

TABLE 22. MEDIAN SALARIES FOR ALL PERIODS, ARRANGED FOR EASE OF COMPARISON

	IN-SERVICE GROUPS		OUT-SERVICE GROUPS	
	<i>Fellowship</i>	<i>Control</i>	<i>Fellowship</i>	<i>Control</i>
After 10 years.....	3,302	3,271	2,833	2,844
After 15 years.....	4,000	3,833	3,400	3,500
In 1931.....	3,984	4,000	3,393	3,900

for both in-service groups are higher than the medians of either out-service group.

The results of this study of salaries show these facts: The fellowship men have a little higher salaries than the controls. The difference is not great, and salaries paid to the middle individuals of the distributions are nearly equal. The highest and also the lowest salaries were received by those who left the work, which thus produced a uniformly greater range of salaries. The salary of the person occupying the position in the mid-point of the distribution for both the fellowship and control groups, remaining in the employ of the Y.M.C.A., is greater in each case than the same for those who had left to follow other professions or vocations.

Going back to the former question about higher salaries being an inducement to leave the secretaryship for something else, it is seen that the majority of those who leave do not get it. This is

shown by the median scores. The possibility of attaining a much larger salary in other work may be an incentive to withdraw from the secretaryship in the hope of being one of a very few who receive the higher salaries. If that is the case, many must be disappointed with the result. Although the differences in some of our measures are rather small, the consistency of these differences in the three periods for which we have the distributions leads us to place more confidence in them than we otherwise could. In general, the salaries paid within the Y.M.C.A. compare more favorably with what former secretaries receive in other work than might be expected. The figures here shown are taken before the drastic salary cuts occasioned by the depression and do not reveal later conditions.

In some ways the most important information that could be secured about the salaries of the fellowship and control groups is a comparison that could be made with some norms of salaries for general secretaries only. Through the Personnel Division of the National Council of the Y.M.C.A.'s, decile tables of age and salary, length of service and salary, and size of cities and salary were prepared.¹⁰ There were salaries of 778 general secretaries used in making the tables. Salary deciles were developed at two year intervals of age and length of service. These tables were made in November, 1928. By taking the salaries of those in this study who were general secretaries after fifteen years, the date of these tables is seen to be very nearly equal to the middle of the period in which the men of this study would be completing their fifteen years. It is possible thus to get decile ratings for each remaining general secretary after fifteen years of service.

There were eighteen general secretaries among the fellowship group in service after fifteen years, and fifteen control men. A salary decile rating for each general secretary was determined by use of the table, and hence this is in comparison with all other general secretaries of the person's own age, of the same length

¹⁰ The Scale of Salaries of General Secretaries, Boys' Work Secretaries, and Physical Directors of the Y.M.C.A.'s in Relation to Age, Length of Service, and Size of City (Revised to November 1, 1928), Prepared by the Personnel Division, National Council of the Y.M.C.A.'s, 347 Madison Ave., New York.

of service, and in cities of similar size. The distribution according to deciles is found in Table 23. The decile ratings were averaged in order to compare one group with the other.

The number of individuals, particularly among the fellowship group, who were classed in the 8th, 9th, and 10th deciles is worthy of note. For both groups this is greater for age than for the other two factors. The averages for the fellowship group are uniformly higher than the same for the controls. Converting the deciles into percentages (by multiplying by 10) we find

TABLE 23. DECILE RATINGS OF SALARIES FOR ALL GENERAL SECRETARIES ACCORDING TO AGE, LENGTH OF SERVICE, AND SIZE OF CITY (SEE FOOTNOTE 10)

DECILES	FELLOWSHIP			CONTROL		
	<i>Age</i>	<i>Length of Service</i>	<i>Size of City</i>	<i>Age</i>	<i>Length of Service</i>	<i>Size of City</i>
10	5	3	4	3	3	2
9	5	4	..	2	2	1
8	6	4	3	2	..	1
7	..	3	2	1	1	2
6	..	2	1	2	5	2
5	1	1	..	5	1	1
4	..	..	4	..	1	4
3	..	1	1	..	2	..
2	1	..	1	..	..	..
1	..	..	2	..	..	2
Totals ...	18	18	18	15	15	15
Averages..	8.32	7.72	5.94	7.20	6.67	5.73

that the fellowship men who became general secretaries exceed the salaries of the controls of the same age by 11 per cent. The two groups show approximately the same difference for equal lengths of service and this is also in favor of the fellowships. The comparison of the two groups according to size of city is about the same for both groups.

This comparison gives an indication of the extent to which both the fellowship and control groups deviate from a cross section of the profession. The relationship that has been found with respect to general secretaries may be expected to be reproduced in other positions as well.

The average salary of the fellowship group of general secretaries with age held constant is 33 per cent above the median for all general secretaries. With length of service held constant, the average exceeds the median of the total group by 27 per cent. The similar averages for the control group are 22 per cent and 17 per cent. These averages for the fellowship are both in the highest quartile. The small difference from the total group according to size of city is probably due to the fact the men in both groups of the study were not old enough to compare with the men of greater experience. Again the difference in salaries

TABLE 24. POSITIONS HELD BY MEMBERS OF BOTH GROUPS
REMAINING IN SERVICE

	FELLOWSHIP		CONTROL	
	Number	Per Cent	Number	Per Cent
Assistants	1	2	..	..
Department Heads.....	9	17	11	32
General Secretaries.....	20	38	15	44
Foreign	10	19	1	3
National Council.....	5	9	4	12
State	2	4	2	6
Student	3	6	1	3
County	1	2	..	..
Community	2	4	..	..
	53		34	

of general secretaries among the fellowship and control persons remaining in service shows an advantage to the fellowship group. This time the advantage is more clearly distinguishable.

In an attempt to discover the importance of positions held by members of the fellowship and control groups, the records of the in-service groups have been studied. It has been shown that the control men started in the profession with larger numbers in higher ranking positions. Did they maintain their superior positions? How do the in-service members of fellowship group compare in positions with the controls? In what rank of positions have they contributed the most of their years of service?

The positions held by the members of both groups at the time the study was made are shown in Table 24. The fellowship men

with their special training appear to have scattered to more branches of the work. Especially do they have larger numbers in the foreign work of the Association, 19 per cent as compared with 3 per cent for the controls. Fewer fellowship men are to be found in the rank of department heads in city Associations, although one fellowship man is still an assistant and none of the controls are. The controls have a little higher percentage of their group who are general secretaries and in state and national service. In general, then, the final positions of the fellowship group cover a larger field of interest, especially foreign, student, county, and community. The control men who in larger num-

TABLE 25. DISTRIBUTION OF TOTAL YEARS SERVICE OF BOTH GROUPS REMAINING IN THE Y.M.C.A.

	FELLOWSHIP		CONTROL	
	<i>Number</i>	<i>Per Cent</i>	<i>Number</i>	<i>Per Cent</i>
Assistant	133	16	53	10
Department Head.....	163	21	242	47
General Secretary.....	241	30	122	24
Foreign Service.....	151	19	30	6
General Agency.....	61	8	45	9
Other	58	7	24	5
	807		516	

bers first became department heads in local city Associations tended to remain in that capacity or move up to general secretary. Among the control men there are 19 per cent more who stayed in city Association work than did fellowship men.

A better measure of the position rank of the two groups is the number of years of service contributed by both groups according to positions. This was calculated for the in-service groups.¹¹ At a glance it is seen that 6 per cent more of the fellowship men's years were spent in assistant positions, and we recall the larger number who began in that office. Their years as department heads, however, were less than half those spent by the controls. Nearly half the total years of the controls was spent in the capacity of department head.

¹¹ See Table 25.

The total service as general secretaries was greater for the fellowship group despite the larger proportion of control men occupying that office. This may be accounted for by a smaller number of years spent as department heads in the process of working up to the executive positions. It would also indicate that the fellowship men became general secretaries at an earlier age, which would permit fewer men to exceed in number of years service than which more men would do in a shorter time. Some of the men in other positions in both groups may have served a period as general secretaries.

The greater proportion of total service devoted to the foreign work of the Association by the fellowship men is also noticeable. If we separate the total number of years of service spent in executive and supervisory positions, including general secretary, foreign service, and general agency, we find an important difference. The fellowship men spent 57 per cent of their years of service in executive and supervisory positions as contrasted with 39 per cent for the controls. The fellowship surpass the controls by 18 per cent in importance of positions held up to the time of the study.

The men who were especially selected and placed by Mr. Ober and trained on their first jobs went into a wider range of Association service and held more important positions.

CHAPTER FIVE

CONCLUSIONS

THE FELLOWSHIP training plan has made a significant contribution to the Y.M.C.A. Through it, capable men were brought into the secretaryship whose quality of service surpassed that of other comparable persons. In addition to the number of men who were selected and inducted into the profession through the fellowship plan, it has played an important part in raising the standards of the profession in general. The true worth of the plan in its effect upon Y.M.C.A. personnel practices, as well as the extent of the services rendered by those who became fellowship secretaries, cannot be accurately measured. First, because the career records have not been completed. Secondly, how much of the raising of standards in the profession originated in the fellowship plan is impossible to determine.

The careers of the fellowship men have been found to be superior in several ways to other comparable persons who had not been so selected and trained. The control group, with whom the fellowship men were compared, represented persons much above the average in education for the total group of beginners during the years these men entered. College graduation has since become a qualification for certification within the secretaryship. In making these comparisons, one must always be aware of the selective nature of both groups.

The control group has been found to be similar to the fellowship men. The groups were of equal ages and were all college graduates, the mean age of graduation being the same. As a

criterion of selection for this study, they both entered Association work in equal numbers year by year, and hence their maximum possible duration of service is equal. There is no reason for thinking they came from educational institutions of unequal rank. Both groups came from nearly all over the United States and in quite similar numbers from the several geographical sections. The fact that the fellowship men came in a little larger numbers from the midwestern states would not appear to indicate superior capacity for professional achievement. Their church affiliations are similar. In all the items for which we have information, the two groups are found to be similar up to the time of graduation from college and entrance into the Y.M.C.A. Because the criteria of selection for the control group were such as to choose those persons who would measure up to the level of the fellowship men and without limitations of the favorable aspects, the control group had a chance to be superior to the fellowship.

Of course, one aspect of the fellowship plan had been operative before the employment; namely, selection. If refined tests had been administered to every fellowship and control person on or shortly before the first day's employment, inequalities in general abilities and other ratings that would seem to indicate greater or less success in the profession might have been discovered. This would have been very significant in the study and it would have been desirable to have had such ratings, but they did not exist. If these facts had been available, it would have been possible to determine whether the differences which were found were due to selection of promising persons or to the special training they were given. It may be that Mr. Ober selected persons with superior general abilities, for example, but if he did, that would be one of the contributions of the total plan. It would be a variable in the study. The control persons were found to be acceptable and were selected to enter the profession by someone other than Mr. Ober. Therefore, they represent a normal experience for college men who had not had fellowship selection and training. The important factor is that in all ways except the fellowship experience, the control group had every chance to be equal or superior to the fellowship group.

The training centers in which the fellowship men were to receive their special induction experiences were selective and did not represent the average of Associations as indicated by the control persons. The fellowship training centers tended to be the larger Associations, with larger staffs and in bigger cities. Very few of the fellowship men were placed in the smaller Associations. The general secretaries under whom the fellowship men were trained were more largely college graduates. The staffs were slightly younger and less experienced in the work but more stable in employment. The fellowship and control men were first employed in Associations located in all parts of the United States, with the former being somewhat concentrated in the mid-western area and proportionately fewer in the New England and southern sections.

The fellowship men report to have received the training on the job which was a part of the plan. Some of them experienced much less than others. The experiences of the control persons were in many ways similar to that of the fellowship. The fellowship men did have more instruction in the theory and practice of Association work. They evaluate their training experiences as being better in quality, especially as it pertained to their own advancement in the profession and a thorough understanding of the larger purpose of the Association. The relationships which the individuals of both groups enjoyed with their general secretaries were very good. Yet, here again the advantage favors the fellowship men. If their respective training could have been observed at closer range, possibly greater differences would have been found.

The real test of a definitely planned and conducted method of selection and induction is to be found in the professional careers of those individuals so selected and trained in comparison with other comparable persons who had not received the same experiences. A larger number of the fellowship trained men continued in active service than was true of the controls, the difference being nineteen in favor of the former. They had contributed 322 years more in the Y.M.C.A. service up to the time the study was made. Proving this statistically and allowing only

a little for the fact of nineteen more fellowship than control men continuing in service which would naturally increase the difference in favor of the fellowships, there is a significant difference in tenure. The fellowship men are more stable in their professional employment. The differences in salaries received by members of the two groups after reasonable periods of employment are quite similar. The small advantage goes to the fellowship group, who, starting at lower salaries, advance and maintain a lead as measured by mean salaries. The same group received a higher median salary for one period studied and was about equal to the control group in the other two periods. There is some tendency for the higher paid positions in the secretaryship to go to the fellowship men as contrasted with the controls. A special study of members of both groups who at the end of fifteen years were occupying the office of general secretary reveals that the fellowship trained men average about 11 per cent higher in salary than the general secretaries in the control group, when they are compared with the total group, irrespective of education, who are holding similar positions and are of the same age and have the same length of service. This is a difference worthy of note. The fellowship men remaining in service had spent a little more than half of their time in executive and supervisory positions and this represents an increase over the same for the control men of 18 per cent. They have occupied positions that were quite clearly of superior rank when compared with other comparable persons who did not have the special training. In these ways we have found the fellowship group to have been superior.

An interesting angle to the study is the comparison of salaries between the individuals who had left to do other work and those remaining in Y.M.C.A. service. The highest as well as the lowest salaries were received in other than Y.M.C.A. work. The mean salaries for both fellowship and control groups remaining in service occupy middle positions when compared with those individuals from both groups who were later employed elsewhere. The two groups who are out of Y.M.C.A. service have the highest and lowest means. If we think in terms of the salary paid to the middle individual in rank, a different relationship is found.

The medians for both groups remaining in service are higher than the medians of both the groups who had left. A few of those who left increased their income greatly, but the salary below which one half of the persons were paid is less than that for those who remained in the Y.M.C.A.

This careful method of selecting, placing, and training new men for work in the Y.M.C.A. has produced satisfactory results. A larger proportion of the men remain in active service, they have been more stable in their employment, and they have attained superior positions. The results of the study would seem to establish the superiority of the fellowship plan.

Let us now consider some of the theoretical aspects of the fellowship plan. The fellowship plan provides an opportunity for good vocational guidance. The analysis of the individual takes place during the interviews in college, the work conferences, and subsequent contacts and correspondence. This also occurs during the period of first employment in deciding whether or not to remain in the work. Use is made of ratings by persons who know the candidate. Because of the consideration of the work during college and while attending the conferences, there is opportunity to test a candidate's interest to see if it will be sustained. Analysis of the job continues at the same time and, in this connection, the conference in a city where the work of the Y.M.C.A. may be observed helps. This is one of the best ways of getting facts about work before actual employment. The plan makes of the counseling relationship a natural and regular matter. The placement is done with care both with respect to the individual's interests and capacities and the requirements of the task. Also, the temperaments of the candidate and employer are taken into consideration.

Another important aspect of vocational guidance is the follow-up on the job to see what progress is being made, and the plan provides for this. Help may be given to increase the progress and to direct it with a view to long time gains professionally. The element of trial in the first position also makes possible a change to some other line of work without the sense of having failed for the person who really is not fitted to the secretaryship or who

prefers to do something else. The matter of careful follow-up of each secretary should not stop with his induction period, and if this process is improved during the first year or so of employment, it would be more likely to be continued throughout later years of service. This discussion is not meant to imply that good vocational guidance practices do not occur outside of the fellowship plan. They are present. The plan offers a way to improve these practices and makes a regular practice of the best selection and induction experiences that happen only occasionally without some system to assure their occurrence.

Throughout in this plan, the learning of the professional task develops from the practical angle. The counseling, the group conferences, and the approach to and the coaching in the first job are all centered in the job itself and in relation to its possibilities and its larger purpose. It is recognized that the teaching of subject matter apart from its use tends not to carry over into actual practice. As an individual has an opportunity to use what he is being taught, he begins to function differently as a result of his learning. Ample opportunity is given for this sort of a process to take place in the fellowship plan. The fellowship secretary combines study with practice in developing and administering a program. The practice was so conducted that many of the theoretical issues became focused and really never arose to be stumbling blocks. The young secretary's experience may be compared to the interne period for a doctor or the clerkship for a lawyer.

Every task leaves its effect upon the individual of either satisfaction or dissatisfaction. While this is always true, it is particularly so at the time one is wishing to become efficient in the professional duties by which he is to earn his living and which are to occupy so much of his time. Thoughts of initial success and future advancement are concentrated at the beginning of one's career. The result of an eager approach to a new work may very often be confusing. The method of supervision and coaching of the fellowship plan provides a way both for the recognition of desirable performance and for dealing with inefficiencies and failures in a constructive manner. Perhaps these may be treated with a view to improvement next time and the current

dissatisfactions are made to be constructive. The general feeling tones which affect so much one's adjustment to his work have the best chance for favorable expression in a situation of careful preparation leading up to placement and guidance with a view to growth during the initial work experiences.

A very necessary factor to be taken into consideration in both training and adjustments to the job is the recognition of individual differences. The evils of regimentation in work may be present in the Y.M.C.A. In all of its branches of service the Association has a considerable variety of tasks to be performed. But the best adjustment of persons to positions does not take place without guidance. The fellowship plan provides a way for this to be done at the crucial period of entrance upon a professional career and makes possible greater attention to this phase of the personnel service. Respect for the individual, his interests, capacities, and wants, as well as the demands of the job must ever be kept in mind. This is particularly true in a creative type of work, such as the secretaryship, where the vision, ambition, and capacity of the man shape so largely the scope and quality of the task. Some secretaries are in routine jobs, but they make them so. If individual and group needs in relation to community resources are given consideration, the Y.M.C.A. secretaryship is not a routine vocation. A system is needed to provide an opportunity for the release of the individual for his task of service, and the fellowship plan makes possible a valuable aid toward that end.

The fellowship plan provides for proper evaluation of work done. This not only helps the individual in his professional growth, but raises the standards of work. Evaluation is always going on, but not consistently. A system is needed to make this a part of the regular procedure, and this the fellowship plan provides.

The plan provides a close control of the selection and training of new men important from the angle of administration of personnel. It makes good use of the personnel expert. The optimum success of the plan would require an enlargement over that which is now being done in selection and initial training. Just where the responsibility for this should be placed is not in the province

of this study to determine. Presumably it would fall to one of the general agencies or develop as a joint enterprise among the several agencies. The fact that the fellowship plan of Mr. Ober was centrally controlled on a national scale does not necessarily indicate that such would be desirable if applied again. The plan should use to the largest degree the most capable persons in this particular field.

Some further changes or adaptations in the fellowship plan we have studied are recommended for present day use. One of the very obvious improvements is to be made in the use of tests and methods of individual guidance, many of which were not available or were little used during the period covered by this study. Tests would help in securing the facts about general ability, interests and social awareness. This information might also be secured from the colleges.

The conscious search for new men is a practice that would vary with the caliber of persons applying for positions and the number of vacancies in proportion to the applicants. Supplying information about the profession to the colleges, and particularly to groups studying for the social professions, will bring a number of persons to the organization from which a selection may be made. It may occur that a definite search for especially qualified persons will need to be made. Selection of new men should be directed to those possessing more specific educational training. Resourceful, creative individuals with good personalities are needed. A careful method of selection will apply to all, including those who are graduates of the professional schools.

The vocational conferences serve a useful purpose. A certain advantage would be secured if these conferences could be made to include persons interested in the related service professions. At least a close-up study of the community should include other service agencies, the church, Y.W.C.A., boy scouts, family welfare, children's agencies, departments of recreation, and so forth. A person serving in the Y.M.C.A. or any of these agencies needs to know what is going on in the whole field and to have an understanding of the ends for which other agencies are striving. The willingness of the professional worker to co-operate determines

very largely the extent of the co-operation. The vocational conference may serve an important purpose toward this goal. Whether or not these conferences are conducted jointly so as to include students training for other agencies, they should be on a broader base and cover a larger field of service than just that of the Y.M.C.A.

A great deal could be done in advancing both the extent and quality of the training on the job. It should be much more specific and uniform. It would require greater supervision and perhaps a method of reporting about training. In addition to the personal conferences and coaching by the general secretary, a person in charge of supervision, one from outside the local association, could serve a useful function. Here again use would be made of the expert. The practical aspect of training should include, in addition to specific duties, experience in discovering interests and needs, in developing and supervising a program, in working with committees, in enlisting volunteers, in handling a budget, and, if possible, in having a relationship to some community enterprise. Serving the membership and public on the front desk or counter of a Y.M.C.A. has its place in helping a new man to understand all the work of the Y.M.C.A., but this can be learned quickly, and the major part of one's training may better be spent in the more professional tasks.

Only those Associations that are able to give the proper kind of training should be selected as training centers. There should be a variety of opportunities in program available. The staff should be sympathetic with the idea of training. They should be capable in their own work. The general secretary, especially, should understand the educational approach. The emphasis for the new man should be thoroughness rather than production. There should be a maximum of sharing among all staff associates. The arrangement of work must be such as to permit a new group of beginners to replace those who have completed their training period.

Whereas in Mr. Ober's plan the tendency was for Associations to accept about the same number of beginning secretaries as could be absorbed in those local units, it would seem to be advisable to

place new men in a training Association and then move them into other Associations to accept their larger responsibilities. In this manner the men could be more carefully trained in professional practices, and the work in general would be improved by having them carry these methods to other places.

Let us now consider the assets and limitations of the fellowship plan in comparison with the assets and limitations of the system of employing college graduates without the fellowship plan of selection and induction. We may refer to the latter as the college preparatory plan. In this group we shall include the Y.M.C.A. colleges, which have a special relationship in the matter of training for the profession. No advantage will accrue to a local Association in the selection of a graduate from one of the Y.M.C.A. colleges unless he is the best man that can be found for the position. The selection of personnel is too important a matter to allow a sense of loyalty within the total organization to affect the choice of a less qualified person just because he is a graduate of a Y.M.C.A. college. In this discussion we are concerned with the qualifications of training rather than names of institutions of learning.

The assets of the fellowship plan are indicated by the outcome. These advantages are recorded elsewhere and will not be repeated here. It is learning by doing. The plan has proved its worth. It is good practice according to educational theory and vocational guidance. It provides a way of finding one's self and of gradual acceptance of responsibility leading to confidence in assuming larger tasks. Selection of personnel may be done in accord with particular need and number of vacancies.

The plan as we have seen does have its limitations. The initial training on the job was difficult to control. The supervision differed greatly in extent and quality. There was a great range of total experience, some good and some not so good. Association training centers located away from institutions of learning would not have as much chance for social study as those more favorably located. There was no control of the course of training while in college. There was a selection among gradu-

ates according to type of college training, but courses of study were not built around the particular task to be undertaken.

The college preparatory plan had certain very definite assets. Some of these applied particularly to the Association colleges. There was opportunity to give specialized training in the profession. Also, the comprehensive course of study could be made to include background subjects—such as sociology, psychology, education, mental hygiene, and philosophy of religion—which would give the general preparation needed for the office of Y.M.C.A. secretary. The Association college men approached their first jobs immediately after graduation with a greater knowledge of the history, theory, and practice of Y.M.C.A. work which the fellowship men had to take time to learn. Of course, many of the advantages of college training were common to both and perhaps about equal. The assumption by many during Mr. Ober's time was that the graduate of an Association college was fully equipped for responsibility in the secretaryship, whereas the fellowship men needed a period of training on the job.

The particular limitations of the college preparatory plan are that the new candidate's training may still be largely theoretical. His theory for the most part had not carried over into practice.¹ Thinking himself fully prepared he may be more confused by the uncertainties of the first job. This may result in a tendency to cover up mistakes rather than to make a constructive evaluation of experiences. Without high entrance requirements in some of the colleges, persons of very ordinary ability will secure training and get passed over into work where performance would be according to ability.

If it is possible to develop a plan that will combine the assets of both and minimize the limitations, there will result a system of greater merit than as yet developed. The application of high entrance requirements in the Y.M.C.A. colleges and the concentration upon specialized training for the profession combined with the elements of the fellowship plan of careful selection

¹ This is obviated, in part at least, where there is supervised field work in connection with the college training.

and placing and the follow-up training or coaching on the job should result in a method possessing very great promise. It would mean that, even after professional preparation in college, a person would have to measure up to high standards of training and personal qualifications. The higher entrance requirements would reduce the disappointments after securing professional training. A period of special induction on the job for persons with professional training would be introduced. This should be a part of the regular experience for the junior secretary. The placement would continue as at present, but with greater attention to these personnel matters.

Such a plan as this would not limit the source of new secretaries to the Association colleges. Some would come from the liberal arts colleges and other schools as before, and prospective secretaries would be sought after in any of the colleges according to the need of the times. It is conceivable that the proportion of total new entrants which would come from the Association colleges would increase. This will take place to the degree that the colleges select the right kind of students and train them well. The determining factor at the time of selection and placement should be the qualifications of the person according to the demands of the task, regardless of where he has received his training.

The seminaries and graduate schools will continue to contribute to the professional training of Y.M.C.A. secretaries. Often secretaries attend these institutions after an employed experience and for a special purpose, and they have been through an induction period. Those graduates who have not had employed experience could be given the same sort of induction as other college graduates. Training for the service professions is on the increase and some good candidates may come from institutions specializing upon related fields to that of the Y.M.C.A.

This study has shown the superiority of the fellowship plan over certain comparable methods of selecting and training secretaries. But the study also reveals the assets of other plans and does not reveal so decided a superiority for this plan that it should be exclusively followed. The procedure that seems to give most

promise is a combination of college training and fellowship plan.

Such a combination plan as here described embodies the advantages of the original fellowship plan and makes use of specialized professional training. Furthermore, it is quite similar in principle to the experience that has been generally accepted in other professions, such as law and medicine. A combination ought to provide the Y.M.C.A. with a workable and efficient method of selection, induction, and training of secretaries.

APPENDIX

* A STUDY IN RECRUITING AND TRAINING Y.M.C.A. SECRETARIES

Name _____

Facts form the only genuine basis for arriving at conclusions. Facts about individuals who are or have been in Y.M.C.A. work are needed to form judgments about personnel policies. This is a study to determine whether or not there is a relationship between differing recruiting and training plans of new secretaries and the subsequent professional careers. The facts which are asked of you in this blank are all needed regardless of whether you have been in the Y.M.C.A. work ten months or ten years.

We beg your indulgence for eighteen minutes, which is the average time required to fill out this blank. Your reply will help us materially.

1. Please give the following facts about your college or university training, including both undergraduate and graduate study.

Name of Institution	Field of Major Study	What Yrs.Did You Attend	Degrees Received	Year Degrees Were Granted
College or Undergraduate				
Postgraduate				

2. Had you reached a decision to enter Y.M.C.A. work before you knew of any position which was open to you? Yes (22) No (38)
3. Under what circumstances did you decide to accept your first position as a Y.M.C.A. secretary? You will find two or more items which apply to you. Please check V
- a. E⁶ In high school? g. C⁷² With the thought of making it a life work?
- b. E⁷¹ In college? h. F⁶ Just simply because the C¹⁷ position was open? No definite decision to stay in the work.
- c. E¹⁷ After college? i. F⁵⁸ Influenced mainly by some one person? If so, by whom? _____
- d. F² During postgraduate study?
- e. F²⁸ At a "Y" conference?
- f. F¹² As a Student Volunteer?
4. Did you seek the position? Yes (E⁴⁹) No (E⁴⁷)
5. Were you sought out and urged to enter Y.M.C.A. work? Yes (F⁷⁶) No (F²⁴)
If so, by whom? _____
6. Please describe how you made contact with your first position. _____

* This inquiry is made by the Personnel Division, National Council, Y.M.C.A., New York City

F=Fellowship

C=Control

Figures indicate percentages

Please give these facts from memory about your first position as a full time secretary.

7. Did you attend class discussions or lectures on the theory and practice of Y.M.C.A. work within the first year? Yes C 19 No F 30
How many hours per week? _____ How many weeks? _____
Name of instructor _____ His position _____
8. Did you carry actual assignments of responsibility in more than one department within the first year? Yes C 16 No C 44 If so, please list the departments _____
9. Did you attend a "Y" summer school during the first year? Yes C 48 No C 51
Which one? _____ How many weeks? _____
In the second year? Yes _____ No _____ Which one? _____ No. of weeks? _____
10. Did you attend regular staff meetings during the first year? Yes C 94 No C 7
How often? Weekly _____ Monthly _____ or _____
11. Did you do any graduate study in a university along with your work in the first year? Yes C 3 No C 47 How many points credit? _____
In the second year? Yes C 6 No C 44 How many points credit? _____
12. What words and phrases best describe the way you felt toward your first general secretary during the first year? Please underscore. Remember it is what you thought about him then. Underscore more than one.
- | | | |
|---|--|--|
| a. + Capable
F 82, C 76 | m. + Cooperative
F 51, C 60 | y. - Dishonest
F 2 |
| b. - Mediocre
F 9, C 17 | n. - Un-cooperative
F 7, C 4 | z. - Evasive
F 3, C 8 |
| c. - Worthless | o. + Encouraging
F 56, C 50 | aa. + Good counselor
F 49, C 39 |
| d. + Approachable
F 46, C 34 | p. - Discouraging
F 8, C 10 | bb. - Poor counselor
F 10, C 13 |
| e. - Temperamental
F 15, C 18 | q. + Patient
F 46, C 52 | cc. + Good executive
F 61, C 54 |
| f. + Self-controlled
F 36, C 43 | r. - Impatient
F 8, C 12 | dd. - Poor executive
F 7, C 11 |
| g. + Friendly
F 72, C 76 | s. + Tolerant
F 45, C 42 | ee. + Well read
F 44, C 36 |
| h. - Unfriendly
F 3, C 1 | t. - Intolerant
F 7, C 7 | ff. + Worthy of respect
F 65, C 56 |
| i. + Too big a man for the position
F 5, C 3 | u. + Helpful to me
F 46, C 43 | gg. + Made me feel important
F 14, C 14 |
| j. - Not big enough for the position
F 7, C 11 | v. - Lacking in resourcefulness
F 3, C 9 | hh. + Glad to be invited to his home
F 46, C 36 |
| k. - Too busy to see me
F 12, C 9 | w. + Proud to be associated with him
F 41, C 29 | ii. + Welcomed my ideas
F 40, C 46 |
| l. - Say one thing and mean another
F 2, C 4 | x. + A challenge to me
F 26, C 24 | jj. - Did not welcome my ideas
F 11, C 11 |

These facts pertain to your first position during the first two years.

Please underscore.

WEIGHTED RATINGS	
None	= 0
Scarce	= 1
Medium	= 2
Thorough	= 3
F	G

13.	To what extent did you get an understanding of all the work of the branch?	F	Thorough 46%	Medium 40%	Scarce 14%	None		
		C	27	57	13	2		24
14.	To what extent were you given counsel on the planning and execution of your work?	F	Very much 20	Much 40	Little 38	None 2		11
		C	6	38	43	3		
15.	How regularly was it given?	F	Daily 22	Weekly 35	Monthly 2	Or 41		
		C	22	21	8	49		
16.	To what extent was your work observed and supervised?	F	Very much 18	Much 47	Little 34	None 1		20
		C	9	46	45	1		
17.	To what extent was the counsel and supervision given with a view to your own growth in the work?	F	Very much 28	Much 37	Little 31	None 5		26
		C	15	40	38	7		
18.	To what extent were you introduced to members of the board of the branch?	F	All 27	Most 25	Some 19	Few 22	None 8	3
		C	40	13	11	26	11	
19.	How frequently did you mingle socially with the staff and their families?	F	Very often 4	Often 49	Seldom 30	Never 7		19
		C	14	33	43	10		
20.	To what extent were you taken to the luncheon and civic clubs to which your general secretary belonged?	F	Very often 1	Often 8	Seldom 33	Never 58		3
		C	1	10	32	57		
21.	To what extent were you introduced to the important friends of the general secretary?	F	Very often 6	Often 32	Seldom 42	Never 20		11
		C	15	28	34	23		
22.	How frequently did you get invitations to the home of the general secretary?	F	Very often 9	Often 23	Seldom 48	Never 21		21
		C	9	21	31	38		
23.	To what extent did the general secretary assist you in connecting with a church?	F	Very much 14	Much 22	Little 26	None 38		2
		C	14	24	20	42		
24.	To what extent did the general secretary try to acquaint you with a social group about your own age?	F	Very much 5	Much 14	Little 29	None 52		5
		C	7	11	34	48		

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